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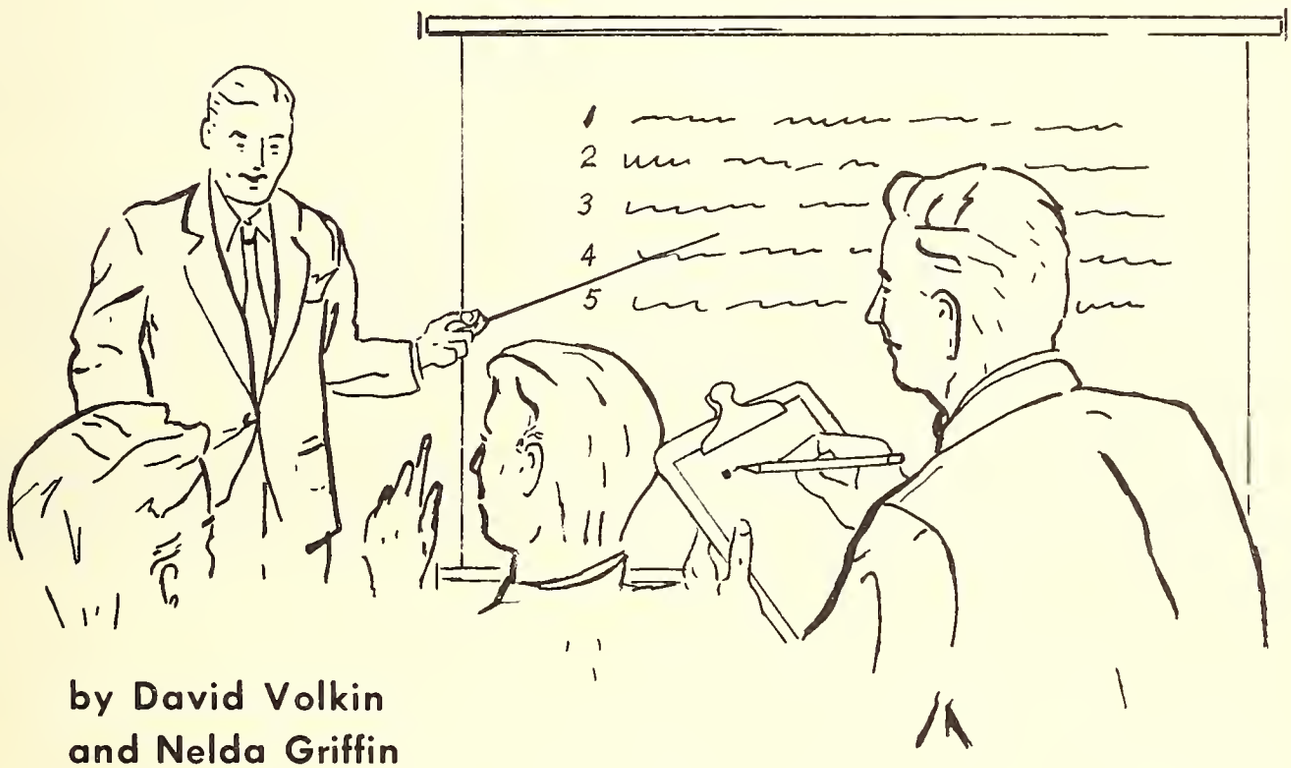
DEPARTMENT OF AGRICULTURE

Management Training

Among Farmer Cooperatives



by David Volkin
and Nelda Griffin

FARMER COOPERATIVE SERVICE U. S. DEPARTMENT OF AGRICULTURE

Farmer Cooperative Service
U. S. Department of Agriculture
Washington 25, D. C.

Joseph G. Knapp,
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The Farmer Cooperative Service conducts research studies and service activities of assistance to farmers in connection with cooperatives engaged in marketing farm products, purchasing farm supplies, and supplying business services. The work of the Service relates to problems of management, organization, policies, financing, merchandising, product quality, costs, efficiency, and membership.

The Service publishes the results of such studies; confers and advises with officials of farmer cooperatives; and works with educational agencies, cooperatives, and others in the dissemination of information relating to cooperative principles and practices.

The authors gratefully acknowledge the cooperation of the 4,083 associations that furnished the basic information for this study. Acknowledgment is also due Helim H. Hulbert, Chief, Business Administration Branch, Management Service Division, for assistance in planning and analysis.

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Highlights

The objectives of management training programs for farmer cooperatives are to strengthen operating methods and procedures by improving the abilities and vision of the men charged with management responsibilities. Management training is thus defined as conducting programs directed toward bettering the overall management capacities of managers, their key personnel, and the directors of cooperatives.

The need for an orderly approach to management training has taken firm root in the thinking of cooperative leaders. Thus there is need to know the overall status of such training.

The Farmer Cooperative Service undertook this study to inventory the management training programs in which farmer cooperatives participated in 1957. We mailed a brief questionnaire to all associations listed with Farmer Cooperative Service, almost 10,000 in number.

Replies came in from 4,083 cooperatives. Out of these replies, 1,074, or slightly more than 26 percent, reported some of their management team received training in 1957. The balance indicated their executive personnel or directors had not received management training or that the cooperatives were not providing an opportunity for such training.

These figures established the fact that management of about three out of four farmer cooperatives responding to the questionnaire received no management training in 1957. This pinpointed an important problem that will require much more attention from cooperatives and all agencies interested in the development of cooperatives.

More than ever before, competent management is essential to the continued growth and development of farmer cooperatives. The complexities and competition of modern day business put the untrained manager at a severe disadvantage. If farmer cooperatives are to compete effectively with other forms of business, they must make every effort to assure that their management is as well trained as the management of competing businesses. A summary of some of the significant findings of the study follows.

Training by Type of Cooperative.— The management training reported in 1957 was split about evenly percentagewise between regional and local cooperatives. Slightly more than 26 percent of each group reported some management training.

But classifying these cooperatives into marketing and farm supply associations resulted in a different picture. Over 42 percent of the farm supply locals and 46 percent of the farm supply regionals reported some management training in 1957. In contrast, 17 percent of the marketing locals and 23 percent of the marketing regionals reported some training.

Officials Receiving Training.—Of the cooperatives reporting management training in 1957, over 86 percent indicated that the manager received training. Sixty percent reported managers' assistants received training. And 43 percent stated that some directors received training. As the percentages imply, some cooperatives reported training for two or all three management groups.

A substantially greater percentage of local cooperatives reported training for managers in 1957 than regional associations did. But, in the case of managers' assistants and directors, the percentage of regional cooperatives reporting training exceeded that of locals.

In many cases the regional cooperatives conducted the training received by managers of locals. This additional source of training provided by regionals for their locals was partly responsible for the higher percentage of local managers receiving training than regional managers.

Training by Geographic Regions.—To tabulate and analyze management training information by geographic regions of the United States, replies to the questionnaires were also classified by Farm Credit Administration districts. The analysis by districts showed that management of 40 percent of the reporting cooperatives in the Baltimore and Louisville districts received some management training in 1957. In contrast, only 11 percent of the reporting cooperatives from the Berkeley and New Orleans districts reported any management training.

Number of Programs Attended.—Of 857 associations reporting training received by managers, 35 percent of the associations reported attendance at three or more programs. The other 65 percent reported attendance at no more than two training programs.

Of 543 associations reporting training received by managers' assistants, 27 percent of the associations reported attendance at three or more programs. Managers' assistants of the other 73 percent attended only one or two training programs during the year. Only 13 percent of 401 reporting associations indicated that their directors attended three or more programs. Approximately two-thirds of the associations reported that their directors attended only one training program during 1957.

Man-Days of Training.—Fifty-two percent of the 818 associations reported their managers received training of 5 days or over. But 85 percent of the associations said that their managers received fewer than 10 days of training. Of the 539 associations reporting man-days of training received by their managers' assistants, almost 37 percent indicated training of 5 days or over, and 89 percent reported training of fewer than 10 man-days. Less than 4 percent of the 337 associations reported training of 5 days or over for directors.

Of 566 associations reporting participation of their managers' assistants in training programs, 70 percent indicated that they sent between 75 and 100 percent of all their managers' assistants for training. Of 354 cooperatives that sent any directors to management training programs, 31 percent sent at least three fourths of all their directors.

Agencies Sponsoring Training.—Replies to the questionnaires indicate conclusively that most of the training programs were sponsored, in part at least, by the cooperatives themselves. Regional and local cooperatives had a wide lead over all other sponsoring agencies.

State agricultural colleges, Banks for Cooperatives, and State and national cooperative educational organizations were also frequently mentioned as sponsoring institutions.

Source of Training Material.—Most respondents cited regional cooperatives as their source of management training materials. State agricultural colleges and State councils and national cooperative organizations were also mentioned.

Areas of Training.—When the cooperatives that reported having training programs in 1957 were asked to name the areas of management training needed most, they ranked credit controls at the top. This indicated that many cooperatives were having trouble controlling credit. This was particularly true of the farm supply group. Ranked second was public relations. This suggested that many cooperatives felt they were not as well accepted in their home communities as they would like to be. This may have indicated a desire on the part of cooperatives to be better understood and better accepted. Membership relations ranked a close third.

There were several training areas in which managers, managers' assistants and directors had nearly equal interest—cooperative principles, membership relations and public relations. The respondents indicated, however, that, in planning management training programs, care needs to be exercised in adapting the subjects covered to those who will be present.

The management training programs given in 1957 covered a wide range of topics. In general, the programs included subjects of greatest interest to those attending. Managers and managers' assistants, for example, received training in the principles of management, selling and advertising, along with other subjects; whereas the directors received training that was concentrated on policy making and directors' responsibilities.

Over 3,000 cooperatives stated they had no management training programs in 1957. Where did this group of associations feel training was needed most? They gave top ranking to directors' responsibilities with credit controls a close second, followed by membership relations, and selling and advertising.

Improvements Suggested.—Among the suggestions offered by respondents for improving management training programs were:

1. The subjects should be fewer in number and be covered more thoroughly.

2. Instructors should be top flight officials of successful cooperatives and experienced, high-caliber individuals drawn from colleges and management consultant firms. They should be familiar with the problems faced by those in training.

3. Training programs should be of the workshop rather than of the lecture type, with free expression of experiences as the basic method of communication.

4. More training programs should be held in local communities rather than on a Statewide basis. They should be scheduled at slack times, and perhaps held at night.

5. The training group should be held down to a relatively small number, and limited to cooperatives with basically similar operations.

Management Training Among Farmer Cooperatives

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The management job in most farmer cooperatives has become increasingly complex. Thus the need for professional management men with specialized training to handle specialized jobs is more acute.

Farmer Cooperative Service undertook a study to get an inventory of just what management training was being offered in farmer cooperatives. It hopes this study will stimulate (1) improvement in management training methods and (2) expansion of training programs to cooperatives where no management training is given.

This study covered managers, their key assistants, and boards of directors since they are all involved in policy decisions and management of cooperatives.

As cooperatives have become larger and their business operations more technical and complex, it has become increasingly difficult for one individual to handle satisfactorily all management responsibilities.

Thus the cooperatives find that the need for good key assistants is keenly felt. Furthermore, the boards of directors not only must assume increasing responsibilities, they also find themselves faced with more difficult decisions.

Few, if any, of the early managers of cooperatives had management training. Most of them had to grow into their jobs. Experience was their only teacher, and there were no established guideposts. Many of them gained great competence as proved by the growth of the businesses they managed. But other cooperatives suffered from poor and inexperienced management.

In the days when competition was not so sharp, the need for management to apply scientific methods to operating problems was not so great. However, less and less can today's cooperative management operate by rule of thumb.

Present day pressures have accelerated the need for competent, well-trained management. Competition has sharpened. There have been rapid changes in technologies, and in speed and mode of transportation. Capital requirements have increased. Processing and manufacturing methods have become highly technical. The trend toward integration of production and distribution functions has gone up. Keeping pace with these economic forces requires vigorous, wide-awake, professionally trained management.

Professional training involves career training through a systematic, organized

approach. On-the-job exposure to management problems in an unorganized understudy role is a wasteful way of training management.

Four fundamental processes are involved in good management: planning, organizing, executing, and evaluating. An effective manager is involved in all four processes, with special emphasis on organizing and executing. The directors can delegate to hired management as much responsibility and authority as they see fit. However, they cannot delegate their responsibility and accountability to members and patrons for proper conduct of the cooperative. And because ultimate responsibility and accountability rest on directors, it is almost mandatory that they become intimately involved in the planning and evaluating processes. It is in these stages that policies are developed and formulated and their results appraised.

In drawing a line between the administrative responsibilities of managers and the planning responsibilities of directors, the following rule is useful: The decision of what to do belongs to the directors; the decision of when and how to do it belongs to the manager.

There are many reasons, then, why management training must be extended. But there are also many obstacles to this step. Many cooperatives are small, employing fewer than three of four persons. That means it is very difficult for the manager to get away from his job for more than a day at a time. He cannot close down the cooperative while he goes away to learn how to manage better.

Another problem often arising is the attitude of directors toward management training. Many directors do not realize that they too need such training. They feel it is for the manager only. In fact, some directors do not believe in management training for anyone. They discount the value of formal training and outside contacts. They feel the manager learns best by sticking to the job and attending to business year in and year out.

All this means that problems of good management training in cooperatives are not simple to solve. This study was designed to give some help by measuring what cooperatives were doing in this field in 1957. In general, it covers the number of cooperatives offering training and to whom, the type training offered, the agencies sponsoring the programs, the sources of training material, and the ways of improving training.

Scope of Study

All the figures and computations used in this report are based on the response of farmer cooperatives to a nationwide mail questionnaire survey. A copy of the questionnaire appears on page 26 in the appendix.

The number of cooperatives receiving the questionnaire was 9,404. At the time of the 1955-56 annual statistical survey, Farmer Cooperative Service listed 9,876 cooperatives. The difference of 472 associations is accounted for primarily by the omission of county wool pools in West Virginia and Tennessee, local farm supply stores in the Carolinas, local dairy associations in the Middle West, some local affiliates of a federated vegetable bargaining association in Utah, and district exchanges

of a regional fruit marketing association in California. In addition, some cooperatives were temporarily inactive and others were discontinued between the 1955-56 statistical survey and the 1958 management training survey.

The number of cooperatives listed with FCS and the number of cooperatives responding to the questionnaire were divided into commodity groups and classified as local or regional and marketing or farm supply cooperatives (table 1). Each of these classifications is defined on page 28 in the appendix.

The replies were also first classified by States and then by Farm Credit Administration districts (see map, page 4). However, the number of farmer cooperatives from every State replying to the questionnaire was not sufficient to give a reliable indication of the extent of management training among farmer cooperatives in the various States (appendix table 1). Because of the limited number of replies from some States it was decided that the most feasible classification was by Farm Credit districts.

By analyzing the data on the basis of Farm Credit districts, it was felt that the study would have more significance. In this way any differences in management training among farmer cooperatives by regions could be shown (tables 2 and 3).

Such classification should be helpful to State agricultural colleges and State and national educational organizations of farmer cooperatives in stimulating the planning of management training programs for farmer cooperatives where few, if any, have been held.

TABLE 1.—*Farmer cooperatives, by number and type, answering management training questionnaire 1957*

Association group	Number of associations listed with Farmer Cooperative Service			Associations answering management training questionnaire					
	Local	Regional	Total[1]	Local		Regional		Total	
				Number	Percent	Number	Percent	Number	Percent
Marketing and service									
Cotton and cotton products	534	31	565	171	32	14	45	185	33
Dairy and dairy products	1,394	255	1,649	593	43	140	55	733	44
Fruits and vegetables	602	70	672	286	47	46	66	332	49
Grain	2,076	33	2,109	923	44	15	45	938	44
Livestock and livestock products	436	55	491	156	36	26	47	182	37
Poultry and eggs	120	19	139	58	48	10	53	68	49
Service	217	5	222	80	37	2	40	82	37
Special crops[2]	171	100	271	74	43	43	43	117	43
Wool and mohair	103	25	128	54	52	15	60	69	54
Total marketing and service	5,653	593	6,246	2,395	42	311	52	2,706	43
Farm supply	3,047	111	3,158	1,323	43	54	49	1,377	44
Total marketing, service, and farm supply	8,700	704	9,404	3,718	43	365	52	4,083	43

[1]Explanation of cooperatives listed with FCS appears on page 2.

[2]Special crops includes nuts, tobacco, dry beans, peas, rice, sugar, and miscellaneous marketing associations.

FARM CREDIT DISTRICTS

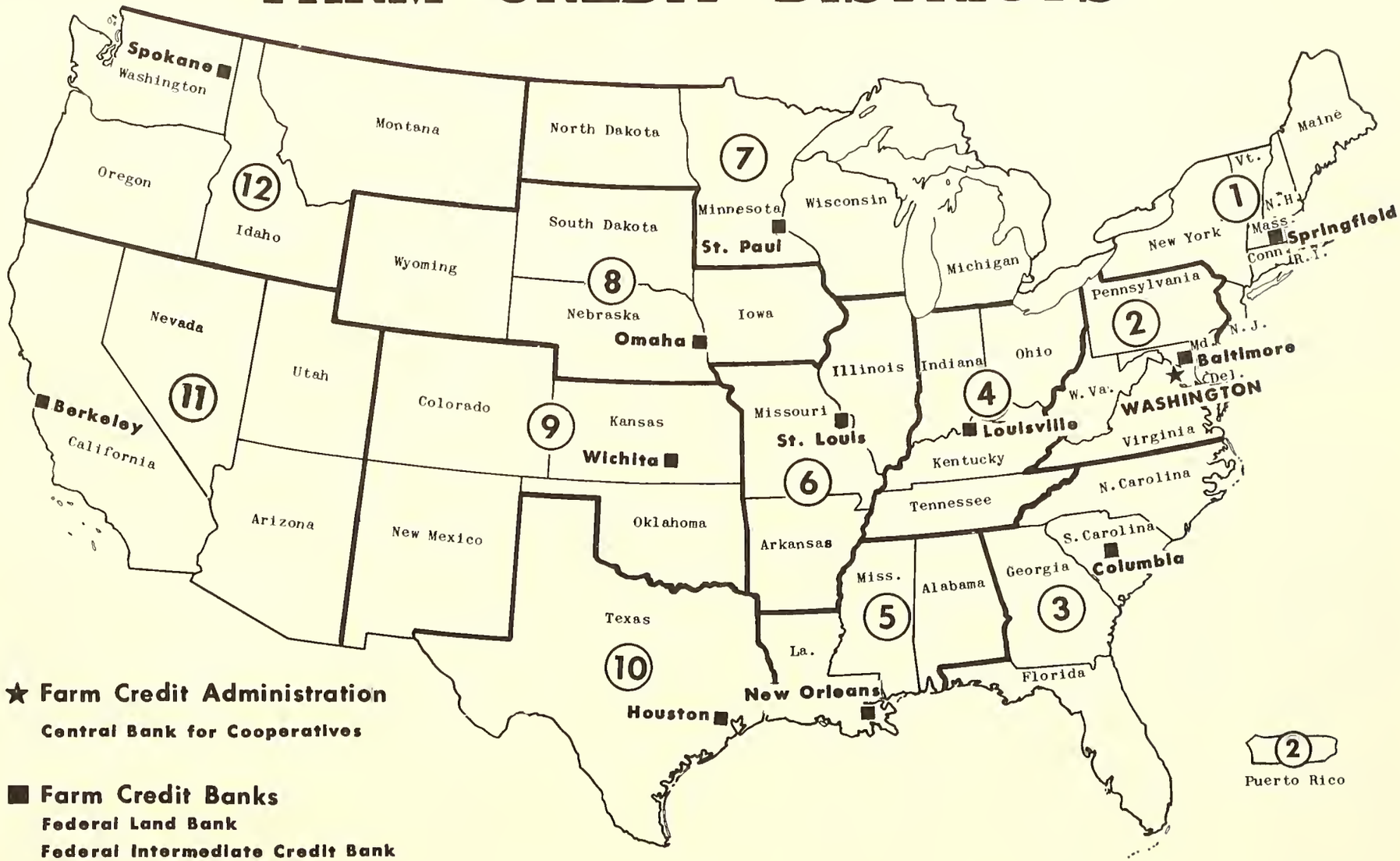

TABLE 2.—*Farmer cooperatives, by Farm Credit districts, listed with Farmer Cooperative Service, 1957*

Farm Credit districts	Marketing			Farm supply			Total		
	Local	Regional	Total	Local	Regional	Total	Local	Regional	Total[1]
Springfield	167	94	261	329	6	335	496	100	596
Baltimore	161	43	204	238	5	243	399	48	447
Columbia	159	23	182	65	9	74	224	32	256
Louisville	247	72	319	299	8	307	546	80	626
New Orleans	144	11	155	86	7	93	230	18	248
St. Louis	439	52	491	368	16	384	807	68	875
St. Paul	1,807	76	1,883	760	24	784	2,567	100	2,667
Omaha	951	45	996	404	13	417	1,355	58	1,413
Wichita	486	40	526	163	4	167	649	44	693
Houston	447	23	470	64	2	66	511	25	536
Berkeley	344	72	416	57	8	65	401	80	481
Spokane	301	42	343	214	9	223	515	51	566
Total	5,653	593	6,246	3,047	111	3,158	8,700	704	9,404

[1]Explanation of cooperatives listed with FCS appears on page 2.

The number of cooperatives in the various Farm Credit districts varied widely (table 2). The St. Paul district alone, for example, had 2,667 cooperatives. Over 96 percent of these were local associations. In contrast, the Columbia district had but 256 local and regional cooperatives in all. These figures emphasize the concentration of agricultural cooperatives in some sections of the country and their sparsity in other sections.

When interpreting the data tabulated by Farm Credit districts, caution should be used where both the number of associations and the responses were relatively small.

Among all the Farm Credit districts, the number of cooperatives, both local and regional, answering the questionnaire amounted to 4,083 (table 3 and appendix table 1). The analyses in this report are limited to only those cooperatives that responded. No inference or conclusion has been expanded or projected to include associations that did not respond.

From an analysis of the replies, it was apparent that a number of respondents did not fully understand all the questions. For example, some did not know whom to include as "managers' assistants," and some were confused by the inclusion of directors in the management group. Although directors are a part of management, apparently some cooperatives do not look upon them in this light.

This confusion surrounding the management status of directors as indicated by the replies from cooperatives is significant. It points out a great need for a better understanding of the division of duties and responsibilities between directors and managers (see page 2 for a discussion on this subject).

Some respondents felt that the questionnaire implied that directors should be more involved in the detailed duties of managers. This, they felt, would encourage directors to participate in the operations of their cooperatives in a

TABLE 3.—*Farmer cooperatives, by Farm Credit districts, answering the management training questionnaire, 1957*

Farm Credit districts	2,706 marketing associations						1,377 farm supply associations						4,083 marketing and farm supply associations					
	Locals		Regionals		Total		Locals		Regionals		Total		Locals		Regionals		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Springfield	97	58	53	56	150	57	108	33	4	67	112	33	205	41	57	57	262	44
Baltimore	86	53	28	65	114	56	113	47	3	60	116	48	199	50	31	65	230	51
Columbia	58	36	12	52	70	38	23	35	2	22	25	34	81	36	14	44	95	37
Louisville	112	45	38	53	150	47	135	45	7	87	142	46	247	45	45	56	292	47
New Orleans	33	23	3	27	36	23	25	29	3	43	28	30	58	25	6	33	64	26
St Louis	184	42	25	48	209	43	169	46	10	62	179	47	353	44	35	51	388	44
St. Paul	717	40	39	51	756	40	353	46	15	62	368	47	1,070	42	54	54	1,124	42
Omaha	398	42	19	42	417	42	174	43	3	23	177	42	572	42	22	38	594	42
Wichita	219	45	18	45	237	45	73	45	-	-	73	44	292	45	18	41	310	45
Houston	175	39	12	52	187	40	27	42	-	-	27	41	202	40	12	48	214	40
Berkeley	171	50	41	57	212	51	23	40	3	37	26	40	194	48	44	55	238	49
Spokane	145	48	23	55	168	49	100	47	4	44	104	47	245	48	27	53	272	48
Total	2,395	42	311	52	2,706	43	1,323	43	54	49	1,377	44	3,718	43	365	52	4,083	43

supervisory and administrative capacity. This whole area, therefore, is one where clarification and explanation should be extended to farmer cooperatives in their management training programs.

To some extent, the replies to the management training questionnaire reflected the progress of, as well as the need for, management training programs in all districts.

Associations Reporting Management Training

The first question asked was: "Did the manager, his assistants, or any directors of your cooperative receive any management training in 1957?" Of the 4,083 answering the questionnaire, 1,074 associations, or a little over 26 percent, stated that some of their managers, managers' assistants, and directors received some management training in 1957.

Details on the number of cooperatives reporting such training appear in appendix table 1, showing totals by States and by Farm Credit districts. A total of 487 marketing cooperatives and 587 farm supply cooperatives reported training. If considered by type of association, regional farm supply associations led, with 46 percent receiving some training in contrast to a low of 17 percent for local marketing associations (appendix table 2).

Within the marketing group, grain cooperatives ranked first. They reported 254 associations, or 27 percent, received some type of management training in 1957. Cotton was next with 25 percent, and livestock third with 15 percent. Rank of other marketing groups appears in table 4.

How the management training picture appeared geographically can be found in appendix table 3. The Baltimore and Louisville districts reported the highest participation in management training, with 40.4 percent and 40.1 percent, respectively. New Orleans and Berkeley reported the lowest percentages, 10.9 and 11.3 respectively.

Among the farm supply respondents in the Baltimore district, 68 percent reported participation in management training. This record topped all other Farm Credit districts and was in sharp contrast with a low of 7 percent of the farm supply group respondents in the New Orleans district. Among the marketing cooperatives, Houston led all other Farm Credit districts with 34 percent of the respondents reporting some management training in 1957.

TABLE 4.—*Percentage of marketing cooperatives included in survey reporting any management training, by commodity groups, 1957*

Commodity group	Percent of total included in survey
Grain	27
Cotton	25
Livestock	15
Poultry and eggs	15
Special crops	14
Dairy	12
Fruit and vegetable	11
Wool	7
Service	1

This contrasted with a low of 5 percent of the marketing cooperative respondents in the Springfield district.

Types of Officials Receiving Training

The types of cooperative officials receiving management training in 1957 appear in appendix table 4. The questionnaires showed that, as a group, managers were mentioned by twice as many associations as were managers' assistants or directors.

Of the 1,074 associations participating in some form of management training program in 1957, 926 associations, or 86 percent, reported their managers received training; 649 associations, or 60 percent, reported managers' assistants received training; and 466 associations, or 43 percent, reported directors received training.

A greater percentage of local associations reported their managers received training than regional associations reported. However, a higher percentage of regional associations indicated their managers' assistants received training than local associations reported.

These differences came principally from the fact that many local cooperatives were small and employed no managers' assistants. Thus if anyone received training, it had to be the manager. Also it should be borne in mind that many regionals, particularly farm supply regionals, conducted training programs for the management of their local association members. This greatly increased the number of local associations reporting management training, but resulted in only a nominal number of regional associations reporting training for their own managers, managers' assistants, or directors.

By functional groups, 24 associations, or 96 percent, of the farm supply regional respondents stated that their managers received training as contrasted with 51 associations, or 72 percent, of the regional marketing cooperatives responding to the questionnaire.

Higher percentages of farm supply associations reported that their managers and managers' assistants attended training programs than associations in the marketing group. On the other hand, a slightly higher percentage of marketing associations reported that their directors attended training programs than their counterparts in the farm supply group. This may have been due in part to the increased emphasis that some marketing cooperatives have been placing on director training in recent years.

At least 90 percent of the associations located in each of the Baltimore, Wichita, and St. Paul Farm Credit districts, that reported any management training indicated that their managers received training (appendix table 5). The Columbia and Berkeley Farm Credit districts with 80 and 74 percent respectively, led all other districts percentagewise in the number of associations reporting training for managers' assistants. Cooperatives in the Columbia and Spokane districts led all other districts with 53 percent, reporting training of directors.

Man-Days in Attendance

Willingness to attend relatively lengthy training programs (5 days or over) is probably a good indicator of the value placed on such programs by cooperatives. Thus we made an analysis to find the percentage of each of the management groups attending programs of this length in 1957.

Details of this analysis of training based on man-days, types of management groups, and types of associations appear in appendix tables 6 through 8. Comparable information by Farm Credit districts is found in appendix tables 9 through 11.

Some highlights of this phase of the study follow.

Managers

A higher proportion of managers of farm supply cooperatives attended training sessions than managers of marketing associations.

Also the length of attendance on the average was greater for managers of farm supply associations than for managers of marketing cooperatives (appendix table 6). Of the 478 farm supply associations reporting training received by their managers, 288 associations, or 60 percent, indicated the man-days of attendance were 5 days or over. In contrast, 135 of the 340 marketing associations, or 40 percent, reported 5 man-days or over of training received by their managers.

Managers' Assistants

Here again farm supply cooperatives placed a higher value on training their managers' assistants than marketing cooperatives. Of the 302 farm supply cooperatives reporting such information, 120 associations, or 40 percent, indicated that their managers' assistants attended training programs of 5 man-days or over. This contrasted with 77 associations, or 33 percent, of the 237 marketing cooperatives reporting attendance of 5 man-days or over (appendix table 7).

Directors

Directors spent far fewer man-days at management training schools of 5 days or more than either managers or managers' assistants. Only 3 associations, or 2 percent of the 177 farm supply associations, reported directors' attendance of 5 man-days or more during 1957. Of the 160 marketing associations, 10, or 6 percent, reported attendance for the same length of time that year (appendix table 8).

Number of Training Programs Attended

In many instances more than one training program was available to cooperative management. Significant differences in the number of programs attended appeared between marketing associations and farm supply cooperatives. Also marked training differences showed up within the commodity marketing groups. These differences are summarized in appendix tables 12 through 14. Comparable information by Farm Credit districts is shown in appendix tables 15 through 17.

Managers

Out of 502 associations answering this question on number of programs attended, 207 farm supply cooperatives, or 41 percent, stated that their managers attended 3 or more training programs in 1957. In contrast, 94 associations, or 27 percent of the 355 marketing associations reporting, indicated that their managers attended 3 or more training programs (appendix tables 12 and 15).

There was a wide variation among cooperatives in their participation in management training programs in the various Farm Credit districts. Over

half of all associations in the St. Paul Farm Credit district that reported such information indicated attendance of their managers at three or more training programs. Information on attendance for the Spokane district shows less than 17 percent. Although only four cooperatives in the New Orleans district reported this kind of information, three of them said their managers attended three or more training programs (appendix table 15).

Managers' Assistants

Of the 543 associations answering the question, 399 associations, or 73 percent, reported that their managers' assistants attended one or two programs in 1957. One hundred and eight associations, or 34 percent, of 313 farm supply cooperatives reported that their managers' assistants attended three or more such programs. Only 36 associations, or 16 percent, of the marketing associations reported similar information (appendix table 13).

Associations from the St. Louis and Louisville Farm Credit districts led with 48 and 46 percent, respectively, of their associations sending managers' assistants to three or more training programs in 1957 (appendix tables 13 and 16).

Directors

Relatively few farm supply and marketing cooperatives reported that their directors attended three or more training programs in 1957. Only 25 associations, or 14 percent, of the 180 marketing associations, and 25 associations, or 11 percent, of the 221 farm supply associations furnishing this information indicated that their directors attended three or more training programs. About two-thirds of the associations reporting any directors receiving management training in 1957 indicated that the directors attended only one program (appendix tables 14 and 17).

Only 401 cooperatives throughout the country reported attendance of some of their directors at management training programs in 1957. Of these associations, 88 percent were represented at not more than two training programs. What training of directors occurred was fairly well established among Farm Credit districts (appendix table 17).

Managers' Assistants and Directors Attending Training Programs

The number of managers' assistants ranged from 1 through 25 and the number of directors ranged from 3 to 75 each for the associations included in this study. Obviously, not all of the managers' assistants or all of the directors find it possible to attend training programs in any one year.

Appendix tables 18 through 21 summarize the proportion of managers' assistants and directors who attended such programs during 1957.

Some highlights of this part of the study follow.

Managers' Assistants

A total of 566 cooperatives reported that their managers' assistants participated in management training programs. Two hundred and fifty eight, or 82 percent of 315 farm supply cooperatives, reported over half their managers' assistants attended management training programs in 1957. And 182, or 73 percent of 251 marketing cooperatives, reported over half their managers' assistants attended training programs that year (appendix table 18).

An analysis by Farm Credit districts of the participation of cooperatives in training managers' assistants can be found in appendix table 20.

Directors

A surprisingly large percentage—62 percent—of the farm supply respondents reported that over half their directors attended training programs in 1957. In contrast, only 43 percent of the marketing associations reported that over half their directors attended training programs. St. Paul led all other Farm Credit districts in training directors (appendix tables 19 and 21).

Agencies Sponsoring Programs

Of the 1,074 cooperatives reporting some form of management training, 1,050 associations gave information on the agencies sponsoring training programs.

Of the 1,050 associations furnishing such information, 926 associations, or 88 percent, named the agencies sponsoring training attended by their managers; 649 associations, or 62 percent, reported the agencies sponsoring training attended by managers' assistants; and 466 associations, or 44 percent, reported the agencies sponsoring programs attended by their directors (appendix tables 4 and 22). This is the group of cooperatives upon which the following analyses of sponsoring agencies are based.

Some ambiguity and confusion may have entered into the response to the question on agency sponsorship in two respects:

1. The term "sponsor" may not have been the best selection since it could be interpreted to mean "finance." Quite a few respondents indicated "Your own cooperative" as the sponsoring agency. (See question 7 of the questionnaire reproduced on page 26.) From personal knowledge, actual training programs were not offered by many of the responding local associations, but they did "sponsor"—or defray—all or part of the expense of attendance at formal programs given elsewhere.

2. Many local associations are so intimately tied in with their regionals by virtue of their investments in each other, by management contracts, and by a sense of loyalty that they may have checked "Your own cooperative" sponsoring training programs when, in fact, their regional sponsored the program.

From the data received, however, we did make the analysis shown in table 5. It ranks the five major sponsoring agencies by the frequency they were named as sponsors of training programs for managers, managers' assistants, and directors. The replies were tabulated to show marketing and farm supply associations separately.

Appendix tables 22 through 29 show in more detail the agencies sponsoring training programs by type of associations and by Farm Credit districts.

Regional cooperatives predominated as the sponsoring agency for training programs. Sixty-five percent of the farm supply cooperatives and almost half of the marketing group reporting sponsoring agencies mentioned regional cooperatives as a sponsor. Reported as second in importance by the farm supply organizations was "your own

TABLE 5.— *Agencies most frequently mentioned by farmer cooperatives as sponsors of management training programs, by type of association, 1957*

Sponsoring agencies	Number of times mentioned	Percent of cooperatives reporting
I. For Managers		
394 marketing associations		
(1) Regional cooperatives	193	49
(2) State agricultural colleges	191	48
(3) Banks for cooperatives	155	39
(4) State cooperative councils	120	30
(5) Your own cooperative	87	22
532 farm supply associations		
(1) Regional cooperatives	343	64
(2) Your own cooperative	225	42
(3) State agricultural colleges	113	21
(4) State cooperative councils	83	16
(5) Banks for cooperatives	52	10
II. For Managers' Assistants		
283 marketing associations		
(1) Regional cooperatives	131	46
(2) State agricultural colleges	106	37
(3) Your own cooperative	83	29
(4) State and national cooperative councils	57	20
(5) Banks for cooperatives	48	17
366 farm supply associations		
(1) Your own cooperative	197	54
(2) Regional cooperatives	195	53
(3) State agricultural colleges	59	16
(4) State cooperative councils	28	8
(5) Farmer cooperative service	25	7
III. For Directors		
214 marketing associations		
(1) Regional cooperatives	111	52
(2) Banks for cooperatives	63	29
(3) State agricultural colleges	61	28
(4 & 5) Your own cooperative and State cooperative councils	60	28
252 farm supply associations		
(1) Regional cooperatives	183	73
(2) Your own cooperative	87	34
(3) State cooperative councils	46	18
(4) State agricultural colleges	38	15
(5) Banks for cooperatives	32	13

cooperative." Marketing cooperatives mentioned State agricultural colleges and regional cooperatives almost as frequently.

This was not always true for the commodity cooperatives within the marketing group. For example, 35 associations, or 85 percent, of the responding cotton associations indicated that banks for cooperatives sponsored training programs attended by managers. But, only 39 percent of the same group of associations reported that regionals sponsored training programs attended by managers.

As another example of this deviation, 48 percent, or 35 of the 73 dairy association respondents reported that managers attended training programs sponsored by State agricultural colleges. In contrast, only 19 dairy associations, or 26 percent, of all the dairy respondents mentioned that training programs attended by managers were sponsored by regionals.

Fruit and vegetable cooperatives also mentioned more frequently their State agricultural colleges and State cooperative councils as sponsors of training programs attended by managers than they did regionals. Grain and livestock marketing associations, however, emphasized the role of regionals in sponsoring training programs attended by managers.

Although various sponsoring agencies often work together in cosponsoring training programs, this analysis does not attempt to separate independently sponsored programs from those given under joint sponsorship.

Although the contact organization in the State or region was frequently the only sponsoring agency mentioned, others were actually cosponsors. For example, the American Institute of Cooperation, the Cooperative League of the U. S. A., and Farmer Cooperative Service participated as sponsors or cosponsors in a considerable number of management training schools and conferences throughout the country. But often, such participation was limited to organizing, planning, and furnishing ideas and materials for use by other organizations in the States. Thus the cooperatives nearly always indicated only the organization with which they worked directly in planning their management training programs. To this extent the replies naming agencies sponsoring management training programs were not as inclusive as they should have been.

Sources of Training Material

Cooperatives obtain management training material from many places. Of the 487 marketing cooperatives answering the questionnaire, 245 associations, or 50 percent, indicated their sources of training material. More farm supply cooperatives furnished this type information. Of the 587 farm supply associations answering the questionnaire, 376 associations, or 64 percent, indicated their sources of training material.

Both marketing and farm supply groups ranked regional cooperatives as their prime source of management training material with State agricultural colleges and State councils and national cooperative organizations second and third.

Many of the circulars, bulletins, and leaflets published by Farmer Cooperative Service are furnished regularly to State agricultural colleges, State and national cooperative organizations, and regional cooperatives as training materials for management schools and short courses sponsored by them.

Because of the reported dependence on regionals for training material, responses of regionals and locals were analyzed. Sources of management training material most frequently mentioned by regionals as compared with locals appear in summary form in table 6 and in detail in appendix tables 30 and 31.

Whether regionals exhibit more resourcefulness and initiative in seeking out and broadening their contacts with agencies offering management training material, or whether the sponsoring agencies themselves appear to direct their efforts more toward regionals than to locals is a moot point. In any event, regionals have indicated a wider range of source material for management training. They in turn utilize and adapt this material not only as training aids for their own management team, but also use it in training programs they sponsor for locals affiliated with them.

Thus agencies preparing and furnishing source material may conclude that their most efficient efforts may be directed toward working more with regionals than with locals. This is usually based on the theory that regionals are usually equipped to do a better job in adapting such source material not only to their own needs but also to the needs of locals affiliated with them.

There is some danger in this approach, however, because many locals are not affiliated with regional cooperatives, and they have no contact with them. Then, too, there is danger the "filtering down" process may create problems as a result of misunderstandings produced in adapting such materials to local level situations.

Areas of Training Received

Table 7 indicates the areas of training received by the management groups of all marketing and farm supply responding associations ranked in order of the frequency mentioned.

The extent of choice exercised by managers, managers' assistants, and directors in electing the areas of training received is not known. Not only were personal preferences involved, but also the availability of specific areas of training during a particular program

TABLE 6.—*Sources of management training material most frequently mentioned by 560 local and 61 regional associations, 1957*

Sources of management training material	Locals (560)		Regionals (61)	
	Number times mentioned	Percent of cooperatives reporting	Number times mentioned	Percent of total reporting
Regional cooperatives	407	73	15	25
State colleges or business schools	133	24	23	38
State cooperative councils	117	21	19	31
State and Federal research and extension agencies	52	9	20	33
Banks for cooperatives	39	7	5	8
Trade journals, books, magazines	36	6	9	15
Own cooperative	17	3	6	10
Professional management consultants	13	2	14	23
Other sources	29	5	12	20

TABLE 7.—*Areas of management training most frequently mentioned by farmer cooperatives, 1957*

Area of training received	Number of times mentioned	Percent of associations mentioning
I. Received by Managers		
394 marketing associations		
(1) Cooperative principles	227	58
(2) Financing	221	56
(3) Membership relations	203	51
(4) Principles of management	198	50
(5) Public relations	184	47
(6) Employee relations	175	44
(7) Selling and advertising	143	36
(8) Bookkeeping and accounting	128	32
(9) Policy making	128	32
(10) Credit controls	121	31
532 farm supply associations		
(1) Selling and advertising	374	70
(2) Principles of management	351	66
(3) Credit controls	346	65
(4) Employee relations	338	63
(5) Cooperative principles	334	63
(6) Financing	319	60
(7) Membership relations	307	58
(8) Public relations	295	55
(9) Cost and inventory controls	256	48
(10) Policy making	237	44
II. Received by Managers' Assistants		
283 marketing associations		
(1) Bookkeeping and accounting	140	49
(2) Cooperative principles	129	46
(3) Membership relations	115	41
(4) Selling and advertising	109	38
(5) Public relations	102	36
(6) Principles of management	89	31
(7) Employee relations	86	30
(8) Financing	85	30
(9) Credit controls	67	24
(10) Cost and inventory controls	64	23

TABLE 7.—*Areas of management training most frequently mentioned by farmer cooperatives, 1957—Continued*

Area of training received	Number of times mentioned	Percent of associations mentioning
II. Received by Managers' Assistants		
366 farm supply associations		
(1) Selling and advertising	246	67
(2) Cooperative principles	202	55
(3) Membership relations	168	46
(4) Credit controls	165	45
(5) Public relations	149	41
(6) Bookkeeping and accounting	146	40
(7) Principles of management	141	38
(8) Employee relations	138	38
(9) Cost and inventory control	119	32
(10) Financing	112	31
III. Received by Directors		
214 marketing associations		
(1) Cooperative principles	147	69
(2) Directors' responsibilities	136	64
(3) Financing	108	50
(4) Membership relations	100	47
(5) Policy making	83	39
(6) Public relations	78	36
(7) Credit controls	51	24
(8) Taxation	42	20
(9) Employee relations	41	19
(10) Selling and advertising	32	15
252 farm supply associations		
(1) Directors' responsibilities	222	88
(2) Cooperative principles	169	67
(3) Financing	121	48
(4) Policy making	121	48
(5) Membership relations	97	38
(6) Credit controls	86	34
(7) Public relations	79	31
(8) Employee relations	42	17
(9) Taxation	41	16
(10) Selling and advertising	20	8

had to be taken into account. Data summarized in table 7 do suggest that managers and managers' assistants of farm supply associations emphasized training in areas quite different from the type of training received by managers and managers' assistants for marketing associations.

For example, managers and managers' assistants of farm supply associations mentioned selling and advertising more frequently than managers and managers' assistants of marketing associations. On the other hand, although 60 percent of the managers of farm supply associations received training in financing as compared with 56 percent of the managers of marketing associations, the farm supply managers mentioned training in financing less frequently than training in principles of management, credit controls, employee relations, and cooperative principles. Financing was ranked second only to cooperative principles by managers of marketing associations.

The type of training received by directors of both the farm supply and the marketing associations had many similarities. Both groups ranked cooperative principles and directors' responsibilities at the top of the list; and both groups ranked taxation, employee relations, and selling and advertising at the bottom.

Appendix tables 32 through 37 show this information in more detail by type of association and by Farm Credit districts.

Areas of Training Needed

All respondents, including those reporting no management training in 1957, were requested to suggest areas of management training needed most. The response showed that those who had no management training during 1957 were just as articulate in defining their needs as those who had some management training.

For example, 1,884 associations, or 63 percent, of the 3,009 associations reporting they attended no management training programs in 1957 expressed their ideas on what kind of training was needed most. This compared with the 660 associations, or 62 percent, of the 1,074 associations attending management training programs in 1957 who also cited their specific needs. Detailed summaries of these training needs are shown in appendix tables 38 through 41. They show the data in the usual manner, that is, tables 38 and 40 by type, or functional groups, and tables 39 and 41 by Farm Credit districts.

Training areas ranked in the order of the number of times mentioned by both marketing and farm supply cooperatives and including those that reported training programs, as well as those reporting none, are summarized in table 8 and shown in detail in appendix tables 42 and 43.

Size and scope of operations were also significant factors in the delineation of needed training areas. This is indicated by the frequency certain training areas were mentioned by locals and regionals in the marketing and farm supply groups. The results of this analysis are reflected in table 9.

Information presented in table 9 on the differences in types of training needed should prove of value to agencies

TABLE 8.—*Areas of management training mentioned most frequently by 2,544 marketing and farm supply cooperatives, 1957*

Area of training needed	2,544 marketing and farm supply associations	1,625 marketing associations	919 farm supply associations
Credit controls	1	7	1
Directors' responsibilities	2	1	5
Membership relations	3	2	3
Public relations	4	3	4
Selling and advertising	5	8	2
Principles of management	6	6	7
Cooperative principles	7	4	9
Bookkeeping and accounting	8	5	11
Financing	9	9	6
Employee relations	10	11	10
Cost and inventory control	11	10	8
Policy making	12	12	12

planning to conduct management training courses. Courses touching on membership relations should prove of interest to all management elements. But it is doubtful whether bookkeeping and accounting courses would prove popular with anyone but managers or managers' assistants of local marketing associations.

Based on the number of times mentioned, financing is ranked first on the list of needed training areas by regional farm supply organizations, but local farm supply and marketing associations did not mention financing as frequently as they did some other training areas. Instead, farm supply locals lay great emphasis on the need for training in

TABLE 9.—*Areas of management training mentioned most frequently by local and regional cooperatives, 1957*

Areas of training	Marketing		Farm supply	
	Locals	Regionals	Locals	Regionals
Directors' responsibilities	1	2	5	8
Public relations	2	3	4	8
Membership relations	3	1	3	2
Bookkeeping and accounting	4	10	11	12
Credit controls	5	12	1	4
Cooperative principles	6	5	9	7
Selling and advertising	7	7	2	6
Principles of management	8	4	7	2
Financing	9	8	6	1
Cost and inventory control	10	12	8	8
Employee relations	11	9	10	4
Policy making	12	6	12	11
Taxation	13	11	13	13

credit controls because by the nature of their business they are under constant pressure to extend credit. Aside from the farm supply locals, grain marketing cooperatives were the only other group to emphasize control of credit first in their management training needs.

Cooperatives that had management training and those that had none agreed with each other in the frequency with which they mentioned their training needs except in three areas—public relations, directors' responsibilities, and bookkeeping and accounting.

A higher percentage of associations that had management training indicated the need for public relations training than associations that had no training. On the other hand, a higher percentage of associations that had no training indicated a need for training in directors' responsibilities and in bookkeeping and accounting than those associations that had management training.

Agencies contemplating the sponsorship of management training programs should not only take into account the size, scope, and function of cooperatives but should also ascertain what cooperatives in specific geographic areas consider their greatest training needs to be.

The three most important areas of training cited by the highest percentage of respondents in each Farm Credit district are summarized as follows:

District	Marketing associations	Farm supply associations
Springfield	Directors' responsibilities Membership relations Selling and advertising	Selling and advertising Credit controls Employee relations
Baltimore	Directors' responsibilities Membership relations Selling and advertising	Selling and advertising Credit controls Public relations
Columbia	Cooperative principles Membership relations Public relations	Credit controls Selling and advertising Bookkeeping and accounting
Louisville	Credit controls Directors' responsibilities Membership relations	Credit controls Selling and advertising Public relations
New Orleans	Membership relations Credit controls Public relations	Selling and advertising Principles of management Directors' responsibilities
St. Louis	Directors' responsibilities Principles of management Selling and advertising	Selling and advertising Credit controls Directors' responsibilities
St. Paul	Directors' responsibilities Bookkeeping and accounting Credit controls	Credit controls Financing Directors' responsibilities

District	Marketing associations	Farm supply associations
Omaha	Credit controls Directors' responsibilities Cooperative principles	Credit controls Public relations Membership relations
Wichita	Public relations Membership relations Directors' responsibilities	Credit controls Membership relations Public relations
Houston	Public relations Membership relations Directors' responsibilities	Public relations Membership relations Policy making
Berkeley	Membership relations Principles of management Cooperative principles	Directors' responsibilities Principles of management Membership relations
Spokane	Public relations Membership relations Directors' responsibilities	Credit controls Selling and advertising Membership relations

Improving Management Training

Comments and suggestions offered by management officials were broadly consistent. Not only was the caliber of programs discussed with interest, but also some concern was expressed about the seeming lack of interest by boards of directors and the membership in encouraging management officials to attend formal training programs. Lack of time, lack of dependable replacement personnel, reluctance to partially or fully pay for training, insistence that on-the-job training was sufficient, or that no training at all was needed—all these were symptomatic of the doubt held by some directors and members as to the actual value of formal training programs.

Regardless of the real or imagined lack of support by directors or members, respondents agreed generally that there should be more, rather than fewer, training programs. Also, the programs should be relatively short. The subjects should be few in number but covered thoroughly. Instructors should be experienced—that is, high caliber individuals from colleges and management consultant firms, top-flight officials of successful cooperatives, or other capable men, all of them familiar with local problems.

Time and place for these training sessions was considered important to many respondents, because of their influence on attendance and on the extent of participation. Most respondents said training programs should be of the workshop type rather than the typical lecture type. They preferred free expression of experiences as the basic method of communication rather than the formal teacher-pupil relationship associated with classroom lectures.

From the standpoint of organization, many suggested that the training programs be held in local communities during seasonally slack periods. They suggested that the best time to hold training courses in local communities was at night, that the study groups should be held to a relatively small number of participants, and that those attending should come from the immediately surrounding area and from basically similar types of operations.

They emphasized that time devoted to attendance at training sessions was valuable and should not be wasted. Apparently some of those answering the questionnaire have sat through repetitive sessions and felt that they were ready for more advanced work. Coordination of programs given in adjacent communities and coordination of subject matter were considered musts to sustain continuing interest in training programs.

Conclusions

This report has reviewed the results of this survey from the following standpoints: what training, if any, management personnel received in 1957; who received it; the types of training received; what agencies sponsored it; and the respondents' suggestions for improving training programs.

Some rather searching questions were left unanswered. For example, to what extent do management training courses devote themselves to problems of day-to-day operations rather than to broader administrative problems? Some respondents expressed interest in such problems as "grain grading," "inspection procedures," and the need for becoming acquainted with procedures of the Commodity Credit Corporation.

Training in these narrow areas may be tremendously important to the people affected; but from a broader standpoint, pressures for such specialized training can serve only to dilute the time and effort that might better be spent in the vigorous application of training to more basic management areas. Among these are:

Human relations and communications
Policy determination and problem analysis
Controlling materials, money, and manpower
Financing and budgeting
Planning, market analysis, and marketing policies

Another searching question left unanswered was: How can present management training programs be appraised as to their effectiveness in developing leadership ability?

Another question unanswered was: To what extent are management training programs evaluated on their effectiveness in achieving the objectives of the program, and to what extent are subject matter, methods, and techniques appraised?

These and other challenging questions relating to the whole broad field of management development and training cannot be ignored if management of cooperatives is to assume increased professional status. Not only is management for growth involved, but also management for survival is at stake. Formal training programs must be professional in nature if their end products are professional in stature.

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FARMER COOPERATIVE SERVICE
U. S. DEPARTMENT OF AGRICULTURE
WASHINGTON 25, D. C.

MANAGEMENT TRAINING AMONG FARMER COOPERATIVES

(Name and address of cooperative)

Date: _____

1. Did the manager, his assistants, or any directors of your cooperative receive any management training last year?--- Yes ☐ No ☐

(If your answer to question 1 is "yes", please answer all questions. If "no", answer questions 6 and 11 only and return this questionnaire.)

	Manager	Manager's assistants	Directors
2. Check types of officials that received management training last year.---	☐	☐	☐
3. How many management training programs were attended last year by each type?---	_____	_____	_____
4. How many of the manager's assistants and directors received some management training last year?----------	XXX	_____	_____
5. How many man-days of management training were received last year by each type?---	_____	_____	_____
6. How many manager's assistants and directors does the association have?----	XXX	_____	_____

7. For each agency that sponsored management training programs attended by any of your officials last year, check to indicate who received training.

Agencies Sponsoring Training Program	Types of officials: Manager	Manager's assistants	Directors
(a) Your own cooperative.----------	( )	( )	( )
(b) Regional cooperative.----------	( )	( )	( )
(c) State Agricultural College.----------	( )	( )	( )
(d) State Cooperative Council.----------	( )	( )	( )
(e) School of Business.----------	( )	( )	( )
(f) Professional Management Association.	( )	( )	( )
(g) Banks for Cooperatives.----------	( )	( )	( )
(h) Farmer Cooperative Service.----------	( )	( )	( )
(i) General farm organizations.----------	( )	( )	( )
(j) Others (Specify) _____	( )	( )	( )
(k) _____	( )	( )	( )
(l) _____	( )	( )	( )

8. For each area of management training covered last year, check to indicate who received training.

Areas of Training	Types of officials: Manager	Manager's assistants	Directors
(a) Cooperative principles.	( )	( )	( )
(b) Financing.	( )	( )	( )
(c) Membership relations.	( )	( )	( )
(d) Bookkeeping and accounting.	( )	( )	( )
(e) Principles of management.	( )	( )	( )
(f) Employee relations.	( )	( )	( )
(g) Policy making.	( )	( )	( )
(h) Selling and advertising.	( )	( )	( )
(i) Taxation.	( )	( )	( )
(j) Cost and inventory control.	( )	( )	( )
(k) Credit controls.	( )	( )	( )
(l) Public relations.	( )	( )	( )
(m) Directors' responsibilities.	( )	( )	( )
(n) Other (Specify) _____	( )	( )	( )
(o) _____	( )	( )	( )
(p) _____	( )	( )	( )
(q) _____	( )	( )	( )

9. How can management training programs for managers and their assistants be improved?

10. How can management training programs for directors be improved?

11. In what areas of management is training needed most? (See question 8 for list of areas.)

12. Where do you get educational material for management training?

If you would like a copy of the report when completed check here ☐

Completed by _____

Position _____

Classification of Cooperatives

Cooperatives listed with Farmer Cooperative Service are classified either as marketing or farm supply associations depending on their principal type of business. Marketing cooperatives include those associations predominantly marketing farm products for patrons, with more than 50 percent of their total annual dollar volume derived from the sale of such products. Farm supply cooperatives are those receiving more than 50 percent of their total annual dollar volume in farm supplies.

Many cooperatives handle more than one commodity and provide both marketing and purchasing facilities for farmer members. Such associations are classified according to the predominant product in their business volume.

Service cooperatives, those associations performing such functions as storing, trucking, ginning, drying, or similar services related to marketing or farm supply activities, are included with marketing associations.

As shown in table 1, page 3, cooperatives were also classified as local and regional. As classified in this report, each type of cooperative is defined as follows:

Local Association. - A local association provides cooperative services for a community, a county, or even several counties. Individual farmers are the members of these local cooperatives. Local associations usually perform a limited number of the first steps involved in marketing. In the case of farm supply associations, practically all sales are at the retail level. Local associations may or may not be affiliated with other cooperatives.

Regional Association. - A regional cooperative usually serves a district comprising a number of counties, an entire State, or a number of States. Types of associations classified as regional for purposes of this report are described as follows:

1. All federated associations. These are cooperatives whose membership is composed of two or more local associations organized to purchase supplies or market products for their member locals. Individual farmers are not members of federated associations, but are members of the local associations that comprise the regional. Regional federations may be members of other federated associations.

2. Centralized associations usually serving more than 8 or 10 counties. Regional centralized associations are structurally like small-scale local associations with individual farmers making up the membership. There are no autonomous local associations.

3. Large-volume cooperatives that are not strictly federated or centralized, as they have both local cooperatives and individual farmers as members.

4. Some small-volume associations that market farm products or sell supplies to both local associations and individual producers, or do business in more than one State.

5. Bargaining associations. Collective bargaining associations negotiate with distributors, processors, and other buyers over price, quantities, grade, terms of sale, and other factors involved in selling members' farm products. Their primary function is to bring buyer and seller together to contract for the sale of members' products.

Appendix table 1. - Farmer cooperatives, by States and Farm Credit districts, replying to management training questionnaire, 1957

State or Farm Credit district	Number of associations[1/]	Number of replies indicating		Total replies	
		Some management training	No management training	Number	Percent
SPRINGFIELD	596	76	186	262	44.0
Maine	21	-	9	9	42.9
New Hampshire	8	-	6	6	75.0
Vermont	30	-	18	18	60.0
Massachusetts	32	1	13	14	43.8
Rhode Island	3	-	1	1	33.3
Connecticut	28	-	16	16	57.1
New York	406	66	106	172	42.4
New Jersey	68	9	17	26	38.2
BALTIMORE	447	93	137	230	51.5
Pennsylvania	192	41	74	115	59.9
Delaware	15	5	1	6	40.0
Maryland	61	14	13	27	44.3
Virginia	131	27	37	64	48.9
West Virginia	48	6	12	18	37.5
COLUMBIA	256	15	80	95	37.1
North Carolina	49	7	14	21	42.9
South Carolina	25	-	10	10	40.0
Georgia	83	7	19	26	31.3
Florida	99	1	37	38	38.4
LOUISVILLE	626	117	175	292	46.6
Ohio	289	56	87	143	49.5
Indiana	146	34	35	69	47.3
Kentucky	74	17	16	33	44.6
Tennessee	117	10	37	47	40.2
NEW ORLEANS	248	7	57	64	25.8
Alabama	48	-	13	13	27.1
Mississippi	142	5	34	39	27.5
Louisiana	58	2	10	12	20.7
ST. LOUIS	875	112	276	388	44.3
Illinois	504	80	174	254	50.4
Missouri	256	24	68	92	35.9
Arkansas	115	8	34	42	36.5
ST. PAUL	2,667	240	884	1,124	42.1
Michigan	225	34	66	100	44.4
Wisconsin	734	76	251	327	44.6
Minnesota	1,182	97	381	478	40.4
North Dakota	526	33	186	219	41.6
OMAHA	1,413	159	435	594	42.0
Iowa	672	106	194	300	44.6
South Dakota	317	21	110	131	41.3
Nebraska	401	29	126	155	38.7
Wyoming	23	3	5	8	34.8
WICHITA	693	93	217	310	44.7
Kansas	356	50	126	176	49.4
Oklahoma	192	25	44	69	35.9
Colorado	111	13	43	56	50.5
New Mexico	34	5	4	9	26.5
HOUSTON					
Texas	536	69	145	214	39.9
BERKELEY	481	27	211	238	49.5
Arizona	12	-	3	3	25.0
Utah	59	3	15	18	30.5
Nevada	4	-		-	-
California	406	24	193	217	53.4
SPOKANE	566	66	206	272	48.1
Montana	173	13	56	69	39.9
Idaho	93	6	42	48	51.6
Washington	184	28	78	106	57.6
Oregon	116	19	30	49	42.2
UNITED STATES	9,404	1,074	3,009	4,083	43.4

1/ Explanation of cooperatives listed with FCS appears on page 3.

Appendix table 2. - Farmer cooperatives included in this study and those reporting management training, by type of association, 1957

Type of association	Associations included in this study			Associations reporting management training					
	Locals	Regionals	Total	Locals		Regionals		Total	
	Number	Number	Number	Number	Percent	Number	Percent	Number	Percent
Marketing and service									
Cotton and cotton products	171	14	185	42	24.6	4	28.6	46	24.9
Dairy and dairy products	593	140	733	61	10.3	29	20.7	90	12.3
Fruits and vegetables	286	46	332	33	11.5	4	8.7	37	11.1
Grain	923	15	938	242	26.2	12	80.0	254	27.1
Livestock and livestock products	156	26	182	15	9.6	13	50.0	28	15.4
Poultry and eggs	58	10	68	9	15.5	1	10.0	10	14.7
Service	80	2	82	1	1.2	-	-	1	1.2
Special crops	74	43	117	12	16.2	4	9.3	16	13.7
Wool and mohair	54	15	69	1	1.9	4	26.7	5	7.2
Total marketing and service	2,395	311	2,706	416	17.4	71	22.8	487	18.0
Farm supply	1,323	54	1,377	562	42.5	25	46.3	587	42.6
Total marketing, service, and farm supply	3,718	365	4,083	978	26.3	96	26.3	1,074	26.3

Appendix table 3. - Farmer cooperatives included in this study and those reporting management training, by Farm Credit districts, 1957

Farm Credit district by type of association	Associations included in this study			Associations reporting management training					
	Marketing	Farm supply	Total	Marketing		Farm supply		Total	
	Number	Number	Number	Number	Percent	Number	Percent	Number	Percent
Springfield - total	150	112	262	8	5.3	68	60.7	76	29.0
Locals	97	108	205	2	2.1	66	61.1	68	33.2
Regionals	53	4	57	6	11.3	2	50.0	8	14.0
Baltimore - total	114	116	230	14	12.3	79	68.1	93	40.4
Locals	86	113	199	8	9.3	77	68.1	85	42.7
Regionals	28	3	31	6	21.4	2	66.7	8	25.8
Columbia - total	70	25	95	8	11.4	7	28.0	15	15.8
Locals	58	23	81	7	12.1	7	30.4	14	17.3
Regionals	12	2	14	1	8.3	-	-	1	7.1
Louisville - total	150	142	292	35	23.3	82	57.7	117	40.1
Locals	112	135	247	25	22.3	77	57.0	102	41.3
Regionals	38	7	45	10	26.3	5	71.4	15	33.3
New Orleans - total	36	28	64	5	13.9	2	7.1	7	10.9
Locals	33	25	58	4	12.1	2	8.0	6	10.3
Regionals	3	3	6	1	33.3	-	-	1	16.7
St. Louis - total	209	179	388	38	18.2	74	41.3	112	28.9
Locals	184	169	353	29	15.8	69	40.8	98	27.8
Regionals	25	10	35	9	36.0	5	50.0	14	40.0
St. Paul - total	756	368	1,124	91	12.0	149	40.5	240	21.4
Locals	717	353	1,070	79	11.0	142	40.2	221	20.7
Regionals	39	15	54	12	30.8	7	46.7	19	35.2
Omaha - total	417	177	594	99	23.7	60	33.9	159	26.8
Locals	398	174	572	91	22.9	59	33.9	150	26.2
Regionals	19	3	22	8	42.1	1	33.3	9	40.9
Wichita - total	237	73	310	69	29.1	24	32.9	93	30.0
Locals	219	73	292	65	29.7	24	32.9	89	30.5
Regionals	18	-	18	4	22.2	-	-	4	22.2
Houston - total	187	27	214	63	33.7	6	22.2	69	32.2
Locals	175	27	202	58	33.1	6	22.2	64	31.7
Regionals	12	-	12	5	41.7	-	-	5	41.7
Berkeley - total	212	26	238	21	9.9	6	23.1	27	11.3
Locals	171	23	194	14	8.2	5	21.7	19	9.8
Regionals	41	3	44	7	17.1	1	33.3	8	18.2
Spokane - total	168	104	272	36	21.4	30	28.8	66	24.3
Locals	145	100	245	34	23.4	28	28.0	62	25.3
Regionals	23	4	27	2	8.7	2	50.0	4	14.8
United States - total	2,706	1,377	4,083	487	18.0	587	42.6	1,074	26.3
Locals	2,395	1,323	3,718	416	17.4	562	42.5	978	26.3
Regionals	311	54	365	71	22.8	25	46.3	96	26.3

Appendix table 4. - Types of cooperative officials receiving management training, by type of association, 1957

Type of association	Total associations reporting	Associations reporting any management training					
		for managers		for managers' assistants		for directors	
	Number	Number	Percent	Number	Percent	Number	Percent
Marketing and service							
Cotton and cotton products - total	46	41	89.1	15	32.6	7	15.2
Locals	42	39	92.9	12	28.6	6	14.3
Regionals	4	2	50.0	3	75.0	1	25.0
Dairy and dairy products - total	90	73	81.1	60	66.7	49	54.4
Locals	61	52	85.2	41	67.2	33	54.1
Regionals	29	21	72.4	19	65.5	16	55.2
Fruits and vegetables - total	37	31	83.8	18	48.6	21	56.8
Locals	33	29	87.9	15	45.5	19	57.6
Regionals	4	2	50.0	3	75.0	2	50.0
Grain - total	254	199	78.3	155	61.0	107	42.1
Locals	242	189	78.1	144	59.5	99	40.9
Regionals	12	10	83.3	11	91.7	8	66.7
Livestock and livestock products - total	28	23	82.1	18	64.3	12	42.9
Locals	15	12	80.0	12	80.0	8	53.3
Regionals	13	11	84.6	6	46.2	4	30.8
Poultry and eggs - total	10	10	100.0	8	80.0	8	80.0
Locals	9	9	100.0	7	77.8	7	77.8
Regionals	1	1	100.0	1	100.0	1	100.0
Wool and mohair - total	5	4	80.0	2	40.0	3	60.0
Locals	1	1	100.0	-	-	-	-
Regionals	4	3	75.0	2	50.0	3	75.0
Service - total	1	1	100.0	-	-	1	100.0
Locals	1	1	100.0	-	-	1	100.0
Regionals	-	-	-	-	-	-	-
Special crops - total	16	12	75.0	7	43.8	6	37.5
Locals	12	11	91.7	4	33.3	5	41.7
Regionals	4	1	25.0	3	75.0	1	25.0
All marketing - total	487	394	80.9	283	58.1	214	43.9
Locals	416	343	82.5	235	56.5	178	42.8
Regionals	71	51	71.8	48	67.6	36	50.7
Farm supply - total	587	532	90.6	366	62.4	252	42.9
Locals	562	508	90.4	344	61.2	239	42.5
Regionals	25	24	96.0	22	88.0	13	52.0
All associations - total	1,074	926	86.2	649	60.4	466	43.4
Locals	978	851	87.0	579	59.2	417	42.6
Regionals	96	75	78.1	70	72.9	49	51.0

Appendix table 5. - Types of cooperative officials receiving management training, by Farm Credit districts, 1957 - continued

Farm Credit districts by type of association	Total associations reporting	Associations reporting any management training					
		for managers		for managers' assistants		for directors	
	Number	Number	Percent	Number	Percent	Number	Percent
Omaha: total	159	128	80.5	106	66.7	75	47.2
Marketing: total	99	75		75		54	
Locals	91	67		68		48	
Regionals	8	8		7		6	
Farm supply: total	60	53		31		21	
Locals	59	52		31		21	
Regionals	1	1		-		-	
Wichita: total	93	85	91.4	40	43.0	36	38.7
Marketing: total	69	63		30		24	
Locals	65	59		27		22	
Regionals	4	4		3		2	
Farm supply: total	24	22		10		12	
Locals	24	22		10		12	
Regionals	-	-		-		-	
Houston: total	69	61	88.4	23	33.3	13	18.8
Marketing: total	63	55		21		12	
Locals	58	54		16		11	
Regionals	5	1		5		1	
Farm supply: total	6	6		2		1	
Locals	6	6		2		1	
Regionals	-	-		-		-	
Berkeley: total	27	23	85.2	20	74.1	12	44.4
Marketing: total	21	17		15		9	
Locals	14	11		11		5	
Regionals	7	6		4		4	
Farm supply: total	6	6		5		3	
Locals	5	5		4		2	
Regionals	1	1		1		1	
Spokane: total	66	51	77.3	40	60.6	35	53.0
Marketing: total	36	29		20		20	
Locals	34	27		20		19	
Regionals	2	2		-		1	
Farm supply: total	30	22		20		15	
Locals	28	20		18		13	
Regionals	2	2		2		2	
United States: total	1,074	926	86.2	649	60.4	466	43.4
Marketing: total	487	394	80.9	283	58.1	214	43.9
Locals	416	343	82.5	235	56.5	178	42.8
Regionals	71	51	71.8	48	67.6	36	50.7
Farm supply: total	587	532	90.6	366	62.4	252	42.9
Locals	562	508	90.4	344	61.2	239	42.5
Regionals	25	24	96.0	22	88.0	13	52.0

Appendix table 5. - Types of cooperative officials receiving management training, by Farm Credit districts, 1957

Farm Credit district by type of association	Total associations reporting	Associations reporting any management training					
		for managers		for managers' assistants		for directors	
	Number	Number	Percent	Number	Percent	Number	Percent
Springfield: total	76	58	76.3	49	64.5	12	15.8
Marketing: total	8	2		2		6	
Locals	2	-		1		1	
Regionals	6	2		1		5	
Farm supply: total	68	56		47		6	
Locals	66	54		45		5	
Regionals	2	2		2		1	
Baltimore: total	93	86	92.5	68	73.1	47	50.5
Marketing: total	14	11		9		7	
Locals	8	8		5		4	
Regionals	6	3		4		3	
Farm supply: total	79	75		59		40	
Locals	77	73		57		38	
Regionals	2	2		2		2	
Columbia: total	15	13	86.7	12	80.0	8	53.3
Marketing: total	8	7		7		7	
Locals	7	6		6		6	
Regionals	1	1		1		1	
Farm supply: total	7	6		5		1	
Locals	7	6		5		1	
Regionals	-	-		-		-	
Louisville: total	117	102	87.2	83	70.9	55	47.0
Marketing: total	35	27		23		13	
Locals	25	19		15		9	
Regionals	10	8		8		4	
Farm supply: total	82	75		60		42	
Locals	77	70		57		40	
Regionals	5	5		3		2	
New Orleans: total	7	6	85.7	5	71.4	3	42.9
Marketing: total	5	4		3		2	
Locals	4	3		3		2	
Regionals	1	1		-		-	
Farm supply: total	2	2		2		1	
Locals	2	2		2		1	
Regionals	-	-		-		-	
St. Louis: total	112	97	86.6	78	69.6	51	45.5
Marketing: total	38	28		20		17	
Locals	29	23		14		12	
Regionals	9	5		6		5	
Farm supply: total	74	69		58		34	
Locals	69	65		53		32	
Regionals	5	4		5		2	
St. Paul: total	240	216	90.0	125	52.1	119	49.6
Marketing: total	91	76		58		43	
Locals	79	66		49		39	
Regionals	12	10		9		4	
Farm supply: total	149	140		67		76	
Locals	142	133		60		73	
Regionals	7	7		7		3	

Appendix table 6. - Man-days of management training received by cooperative managers, by type of association, 1957

Type of association	Total associations reporting	Associations reporting													
		1 day		2 days		3 days		4 days		5 days		5.1 to 10 days		Over 10 days	
	Number	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Marketing - total	340	26	7.7	67	19.7	61	17.9	51	15.(	50	14.7	61	17.9	24	7.1
Locals	294	24	8.2	59	20.1	52	17.7	48	16.3	45	15.3	48	16.3	18	6.1
Regionals	46	2	4.3	8	17.4	9	19.6	3	6.5	5	10.9	13	28.3	6	13.0
Farm supply - total	478	13	2.7	53	11.1	67	14.0	57	11.9	63	13.2	122	25.5	103	21.6
Locals	459	13	2.8	53	11.6	64	13.9	55	12.0	61	13.3	116	25.3	97	21.1
Regionals	19	-	-	-	-	3	15.8	2	10.5	2	10.5	6	31.6	6	31.6
Marketing and farm supply - total	818	39	4.8	120	14.7	128	15.6	108	13.2	113	13.8	183	22.4	127	15.5
Locals	753	37	4.9	112	14.9	116	15.4	103	13.7	106	14.1	164	21.7	115	15.3
Regionals	65	2	3.1	8	12.3	12	18.4	5	7.7	7	10.8	19	29.3	12	18.4

Appendix table 7. - Man-days of management training received by cooperative managers' assistants, by type of association, 1957

Type of association	Total associations reporting	Associations reporting													
		1 day		2 days		3 days		4 days		5 days		5.1 to 10 days		Over 10 days	
	Number	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Marketing - total	237	28	11.8	49	20.7	54	22.8	29	12.2	40	16.9	18	7.6	19	8.0
Locals	194	24	12.4	36	18.6	49	25.2	21	10.8	36	18.6	16	8.2	12	6.2
Regionals	43	4	9.3	13	30.2	5	11.6	8	18.6	4	9.3	2	4.7	7	16.3
Farm supply - total	302	52	17.2	77	25.5	33	10.9	20	6.6	30	10.0	52	17.2	38	12.6
Locals	283	48	17.0	73	25.8	29	10.2	19	6.7	30	10.6	48	17.0	36	12.7
Regionals	19	4	21.1	4	21.1	4	21.0	1	5.3	-	-	4	21.0	2	10.5
Marketing and farm supply - total	539	80	14.8	126	23.4	87	16.1	49	9.1	70	13.0	70	13.0	57	10.6
Locals	477	72	15.1	109	22.8	78	16.4	40	8.4	66	13.8	64	13.4	48	10.1
Regionals	62	8	12.9	17	27.4	9	14.5	9	14.5	4	6.5	6	9.7	9	14.5

Appendix table 8. - Man-days of management training received by cooperative directors, by type of association, 1957

Type of association	Total associations reporting	Associations reporting													
		1 day		2 days		3 days		4 days		5 days		5.1 to 10 days		Over 10 days	
	Number	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Marketing - total	160	79	49.3	44	27.5	17	10.6	10	6.3	4	2.5	4	2.5	2	1.3
Locals	133	71	53.4	35	26.3	16	12.0	6	4.5	2	1.5	2	1.5	1	.8
Regionals	27	8	29.6	9	33.4	1	3.7	4	14.8	2	7.4	2	7.4	1	3.7
Farm supply - total	177	141	79.6	24	13.5	6	3.4	3	1.7	1	.6	1	.6	1	.6
Locals	167	136	81.4	19	11.4	6	3.6	3	1.8	1	.6	1	.6	1	.6
Regionals	10	5	50.0	5	50.0	-	-	-	-	-	-	-	-	-	-
Marketing and farm supply - total	337	220	65.2	68	20.2	23	6.8	13	3.9	5	1.5	5	1.5	3	.9
Locals	300	207	69.0	54	18.0	22	7.3	9	3.0	3	1.0	3	1.0	2	.7
Regionals	37	13	35.1	14	37.9	1	2.7	4	10.8	2	5.4	2	5.4	1	2.7

Appendix table 9. - Man-days of management training received by cooperative managers, by Farm Credit districts, 1957

Farm Credit district	Total associations reporting	Number of associations reporting						
		1 day	2 days	3 days	4 days	5 days	5.1 to 10 days	Over 10 days
Springfield	47	2	6	6	1	8	13	11
Baltimore	80	2	6	9	19	10	25	9
Columbia	12	-	3	1	2	1	2	3
Louisville	91	2	8	8	10	10	25	28
New Orleans	3	-	1	1	-	-	1	-
St. Louis	87	1	11	28	10	6	16	15
St. Paul	188	13	29	25	18	19	43	41
Omaha	115	9	17	26	11	19	23	10
Wichita	78	3	20	11	6	15	18	5
Houston	53	3	2	5	23	13	6	1
Berkeley	18	1	3	3	1	5	3	2
Spokane	46	3	14	5	7	7	8	2
United States	818	39	120	128	108	113	183	127

Appendix table 10. - Man-days of management training received by cooperative managers' assistants, by Farm Credit districts, 1957

Farm Credit district	Total associations reporting	Number of associations reporting						
		1 day	2 days	3 days	4 days	5 days	5.1 to 10 days	Over 10 days
Springfield	38	4	9	4	4	4	4	9
Baltimore	59	11	22	8	5	6	4	3
Columbia	8	2	4	2	-	-	-	-
Louisville	69	7	21	10	4	4	9	14
New Orleans	4	2	1	1	-	-	-	-
St. Louis	61	10	10	7	7	7	10	10
St. Paul	96	21	23	12	8	4	15	13
Omaha	97	11	15	27	7	19	14	4
Wichita	39	3	9	7	3	10	5	2
Houston	22	1	4	2	8	7	-	-
Berkeley	13	2	4	3	1	-	2	1
Spokane	33	6	4	4	2	9	7	1
United States	539	80	126	87	49	70	70	57

Appendix table 11. - Man-days of management training received by cooperative directors, by Farm Credit districts, 1957

Farm Credit district	Total associations reporting	Number of associations reporting						
		1 day	2 days	3 days	4 days	5 days	5.1 to 10 days	Over 10 days
Springfield	9	5	1	1	1	-	1	-
Baltimore	34	27	3	1	1	-	2	-
Columbia	7	3	2	1	-	-	1	-
Louisville	42	28	10	2	1	-	-	1
New Orleans	3	2	1	-	-	-	-	-
St. Louis	37	28	3	3	2	-	-	1
St. Paul	81	64	8	7	-	1	1	-
Omaha	51	29	14	3	4	1	-	-
Wichita	27	12	10	3	1	1	-	-
Houston	11	5	2	-	2	1	-	1
Berkeley	8	4	3	-	-	1	-	-
Spokane	27	13	11	2	1	-	-	-
United States	337	220	68	23	13	5	5	3

Appendix table 12. - Training programs attended by cooperative managers, by type of association, 1957

Type of association	Total associations reporting	Associations reporting											
		1 program		2 programs		3 programs		4 programs		5 programs		Over 5 programs	
	Number	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Marketing - total	355	162	45.6	99	27.9	47	13.3	23	6.5	9	2.5	15	4.2
Locals	310	150	48.4	78	25.1	39	12.6	22	7.1	7	2.3	14	4.5
Regionals	45	12	26.7	21	46.7	8	17.8	1	2.2	2	4.4	1	2.2
Farm supply - total	502	175	34.8	120	23.9	56	11.2	30	6.0	13	2.6	108	21.5
Locals	482	170	35.3	113	23.4	52	10.8	28	5.8	12	2.5	107	22.2
Regionals	20	5	25.0	7	35.0	4	20.0	2	10.0	1	5.0	1	5.0
Marketing and farm supply - total	857	337	39.3	219	25.5	103	12.0	53	6.2	22	2.6	123	14.4
Locals	792	320	40.4	191	24.1	91	11.5	50	6.3	19	2.4	121	15.3
Regionals	65	17	26.2	28	43.0	12	18.5	3	4.6	3	4.6	2	3.1

Appendix table 13. - Training programs attended by cooperative managers' assistants, by type of association, 1957

Type of association	Total associations reporting	Associations reporting											
		1 program		2 programs		3 programs		4 programs		5 programs		Over 5 programs	
	Number	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Marketing - total	230	129	56.1	65	28.2	19	8.3	5	2.2	1	0.4	11	4.8
Locals	189	111	58.7	49	25.9	16	8.5	5	2.7	1	0.5	7	3.7
Regionals	41	18	43.9	16	39.0	3	7.3	-	-	-	-	4	9.8
Farm supply - total	313	129	41.2	76	24.3	39	12.5	20	6.4	12	3.8	37	11.8
Locals	295	127	43.0	68	23.1	33	11.2	19	6.4	12	4.1	36	12.2
Regionals	18	2	11.1	8	44.4	6	33.3	1	5.6	-	-	1	5.6
Marketing and farm supply - total	543	258	47.5	141	26.0	58	10.7	25	4.6	13	2.4	48	8.8
Locals	484	238	49.1	117	24.2	49	10.1	24	5.0	13	2.7	43	8.9
Regionals	59	20	33.9	24	40.6	9	15.3	1	1.7	-	-	5	8.5

Appendix table 14. - Training programs attended by cooperative directors, by type of association, 1957

Type of association	Total associations reporting	Associations reporting											
		1 program		2 programs		3 programs		4 programs		5 programs		Over 5 programs	
	Number	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Marketing - total	180	115	63.9	40	22.2	19	10.5	2	1.1	3	1.7	1	0.6
Locals	150	100	66.7	32	21.3	13	8.7	2	1.3	3	2.0	-	-
Regionals	30	15	50.0	8	26.7	6	20.0	-	-	-	-	1	3.3
Farm supply - total	221	149	67.4	47	21.2	20	9.0	3	1.4	1	0.5	1	0.5
Locals	209	143	68.4	43	20.6	19	9.1	3	1.4	-	-	1	0.5
Regionals	12	6	50.0	4	33.4	1	8.3	-	-	1	8.3	-	-
Marketing and farm supply - total	401	264	65.8	87	21.7	39	9.7	5	1.3	4	1.0	2	0.5
Locals	359	243	67.7	75	20.9	32	8.9	5	1.4	3	0.8	1	0.3
Regionals	42	21	50.0	12	28.5	7	16.7	-	-	1	2.4	1	2.4

Appendix table 15. - Training programs attended by cooperative managers, by Farm Credit districts, 1957

Farm Credit district	Total associations reporting	Number of associations reporting					
		1 program	2 programs	3 programs	4 programs	5 programs	Over 5 programs
Springfield	51	24	9	5	2	2	9
Baltimore	84	15	44	13	5	2	5
Columbia	12	4	6	2	-	-	-
Louisville	96	26	25	15	10	-	20
New Orleans	4	1	-	1	1	-	1
St. Louis	86	41	16	7	4	4	14
St. Paul	203	63	36	22	11	6	65
Omaha	119	52	36	17	5	3	6
Wichita	81	37	20	12	7	4	1
Houston	53	45	4	2	-	1	1
Berkeley	20	5	7	3	4	-	1
Spokane	48	24	16	4	4	-	-
United States	857	337	219	103	53	22	123

Appendix table 16. - Training programs attended by cooperative managers' assistants, by Farm Credit districts, 1957

Farm Credit district	Total associations reporting	Number of associations reporting					
		1 program	2 programs	3 programs	4 programs	5 programs	Over 5 programs
Springfield	37	18	10	3	2	2	2
Baltimore	63	26	24	5	7	1	-
Columbia	10	5	4	1	-	-	-
Louisville	70	26	12	8	2	4	18
New Orleans	3	-	3	-	-	-	-
St. Louis	68	22	13	10	4	3	16
St. Paul	96	41	27	12	9	2	5
Omaha	98	61	22	10	-	-	5
Wichita	33	19	11	3	-	-	-
Houston	19	14	4	-	1	-	-
Berkeley	14	5	6	3	-	-	-
Spokane	32	21	5	3	-	1	2
United States	543	258	141	58	25	13	48

Appendix table 17. - Training programs attended by cooperative directors, by Farm Credit districts, 1957

Farm Credit district	Total associations reporting	Number of associations reporting					
		1 program	2 programs	3 programs	4 programs	5 programs	Over 5 programs
Springfield	9	5	3	-	1	-	-
Baltimore	39	29	7	3	-	-	-
Columbia	6	4	2	-	-	-	-
Louisville	47	30	12	3	1	-	1
New Orleans	3	1	1	1	-	-	-
St. Louis	48	35	6	6	-	1	-
St. Paul	98	59	25	9	3	1	1
Omaha	66	43	13	10	-	-	-
Wichita	30	18	7	4	-	1	-
Houston	12	10	2	-	-	-	-
Berkeley	11	8	2	1	-	-	-
Spokane	32	22	7	2	-	1	-
United States	401	264	87	39	5	4	2

Appendix table 18. - Percentage of all managers' assistants participating in management training programs, by type or association, 1957

Type of association	Total associations reporting	Associations reporting							
		1 to 25 percent participation		26 to 50 percent participation		51 to 75 percent participation		75 to 100 percent participation	
		Number of associations	Percent of associations	Number of associations	Percent of associations	Number of associations	Percent of associations	Number of associations	Percent of associations
	Number								
Marketing - total	251	24	9.6	45	17.9	16	6.4	166	66.1
Locals	205	19	9.3	34	16.6	13	6.3	139	67.8
Regionals	46	5	10.9	11	23.9	3	6.5	27	58.7
Farm supply - total	315	14	4.4	43	13.7	29	9.2	229	72.7
Locals	295	13	4.4	41	13.9	23	7.8	218	73.9
Regionals	20	1	5.0	2	10.0	6	30.0	11	55.0
Marketing and farm supply - total	566	38	6.8	88	15.5	45	8.0	395	69.7
Locals	500	32	6.4	75	15.0	36	7.2	357	71.4
Regionals	66	6	9.1	13	19.7	9	13.6	38	57.6

Appendix table 19. - Percentage of all directors participating in management training programs, by type of association, 1957

Type of association	Total associations reporting	Associations reporting							
		1 to 25 percent participation		26 to 50 percent participation		51 to 75 percent participation		76 to 100 percent participation	
		Number of associations	Percent of associations	Number of associations	Percent of associations	Number of associations	Percent of associations	Number of associations	Percent of associations
	Number								
Marketing - total	165	39	23.6	55	33.3	27	16.4	44	26.7
Locals	136	27	19.9	49	36.0	23	16.9	37	27.2
Regionals	29	12	41.4	6	20.7	4	13.8	7	24.1
Farm supply - total	189	19	10.1	52	27.5	52	27.5	66	34.9
Locals	179	19	10.6	51	28.5	48	26.8	61	34.1
Regionals	10	-	-	1	10.0	4	40.0	5	50.0
Marketing and farm supply - total	354	58	16.4	107	30.2	79	22.3	110	31.1
Locals	315	46	14.6	100	31.8	71	22.5	98	31.1
Regionals	39	12	30.8	7	17.9	8	20.5	12	30.8

Appendix table 20. - Percentage of all cooperative managers' assistants participating in management training programs, by Farm Credit districts, 1957

Farm Credit district	Total associations reporting	Number of associations reporting			
		1 to 25 percent participation	26 to 50 percent participation	51 to 75 percent participation	76 to 100 percent participation
Springfield	42	3	2	3	34
Baltimore	60	-	4	6	50
Columbia	8	-	-	2	6
Louisville	70	8	16	5	41
New Orleans	5	-	2	-	3
St. Louis	64	2	8	7	47
St. Paul	104	5	16	11	72
Omaha	101	8	21	6	66
Wichita	41	7	5	1	28
Houston	21	2	3	1	15
Berkeley	16	3	4	2	7
Spokane	34	-	7	1	26
United States	566	38	88	45	395

Appendix table 21. - Percentage of all cooperative directors participating in management training programs, by Farm Credit districts, 1957

Farm Credit district	Total associations reporting	Number of associations reporting			
		1 to 25 percent participation	26 to 50 percent participation	51 to 75 percent participation	76 to 100 percent participation
Springfield	9	1	2	2	4
Baltimore	31	6	9	8	8
Columbia	7	2	1	2	2
Louisville	43	6	12	7	18
New Orleans	3	1	1	1	-
St. Louis	38	5	16	9	8
St. Paul	88	10	19	25	34
Omaha	58	9	25	12	12
Wichita	30	7	9	6	8
Houston	9	4	1	1	3
Berkeley	11	4	3	1	3
Spokane	27	3	9	5	10
United States	354	58	107	79	110

Appendix table 22. - Agencies sponsoring management training programs for any cooperative management officials, by cype of association, 1957

Sponsoring agencies	Type of association and total number reporting sponsoring agencies								
	475 marketing associations			575 farm supply associations			1,050 marketing and farm supply associations		
	407 locals	68 regionals	475 locals and regionals	550 locals	25 regionals	575 locals and regionals	957 locals	93 regionals	1,050 locals and regionals
Your own cooperative									
Number of associations reporting	108	25	133	278	13	291	386	38	424
Percent of total associations reporting sponsoring agencies	26.5	36.8	28.0	50.5	52.0	50.6	40.3	40.9	40.4
Regional cooperative									
Number of associations reporting	211	19	230	368	7	375	579	26	605
Percent of total associations reporting sponsoring agencies	51.8	27.9	48.4	66.9	28.0	65.2	60.5	28.0	57.6
State agricultural college									
Number of associations reporting	209	30	239	126	8	134	335	38	373
Percent of total associations reporting sponsoring agencies	51.4	44.1	50.3	22.9	32.0	23.3	35.0	40.9	35.5
State cooperative council									
Number of associations reporting	112	26	138	81	7	88	193	33	226
Percent of total associations reporting sponsoring agencie	27.5	38.2	29.1	14.7	28.0	15.3	20.2	35.5	21.5
School of business									
Number of associations reporting	15	6	21	24	6	30	39	12	51
Percent of total associations reporting sponsoring agencies	3.7	8.8	4.4	4.4	24.0	5.2	4.1	12.9	4.9

Appendix table 22. - Agencies sponsoring management training programs for any cooperative management officials, by type of association, 1957 - continued

Sponsoring agencies	Type of association and total number reporting sponsoring agencies								
	475 marketing associations			575 farm supply associations			1,050 marketing and farm supply associations		
	407 locals	68 regionals	475 locals and regionals	550 locals	25 regionals	575 locals and regionals	957 locals	93 regionals	1,050 locals and regionals
Professional management association									
Number of associations reporting	24	9	33	28	12	40	52	21	73
Percent of total associations reporting sponsoring agencies	5.9	13.2	6.9	5.1	48.0	7.0	5.4	22.6	7.0
Bank for cooperatives									
Number of associations reporting	156	17	173	58	3	61	214	20	234
Percent of total associations reporting sponsoring agencies	38.3	25.0	36.4	10.5	12.0	10.6	22.4	21.5	22.3
Farmer Cooperative Service									
Number of associations reporting	60	14	74	35	4	39	95	18	113
Percent of total associations reporting sponsoring agencies	14.7	20.6	15.6	6.4	16.0	6.8	9.9	19.4	10.8
General farm organizations									
Number of associations reporting	43	9	52	53	3	56	96	12	108
Percent of total associations reporting sponsoring agencies	10.6	13.2	10.9	9.6	12.0	9.7	10.0	12.9	10.3
Other									
Number of associations reporting	37	15	52	38	6	44	75	21	96
Percent of total associations reporting sponsoring agencies	9.1	22.1	10.9	6.9	24.0	7.7	7.8	22.6	9.1

Appendix table 23. - Agencies sponsoring management training programs for any cooperative management officials, by Farm Credit districts, 1957

Sponsoring agencies	Farm Credit districts and total number of associations reporting sponsoring agencies												
	Springfield	Baltimore	Columbia	Louisville	New Orleans	St. Louis	St. Paul	Omaha	Wichita	Houston	Berkaley	Spokane	United States
	69 associations	92 associations	15 associations	114 associations	6 associations	108 associations	238 associations	157 associations	92 associations	68 associations	25 associations	66 associations	1,050 associations
Your own cooperative	55	55	5	67	2	59	77	41	19	18	9	17	424
Regional cooperative	13	55	8	60	1	50	165	124	58	27	4	40	605
State agricultural college	4	12	6	50	2	35	71	68	45	47	2	31	373
State cooperative council	-	6	9	20	2	8	44	35	35	32	7	28	226
School of business	5	3	1	18	-	3	9	1	5	2	2	2	51
Professional management associations	5	6	1	13	3	10	21	4	3	1	4	2	73
Bank for cooperatives	4	4	4	13	2	15	37	32	45	61	4	13	234
Farmer Cooperative Service	7	10	-	13	-	7	21	21	7	21	5	1	113
General farm organizations	4	10	2	12	-	20	30	9	7	5	4	5	108
Other	7	10	2	8	1	9	24	13	8	4	6	4	96

Appendix table 24. - Agencies sponsoring management training programs for cooperative managers, by type of association, 1957

Sponsoring agencies	Type of association and total number reporting sponsoring agencies								
	394 marketing associations			532 farm supply associations			926 marketing and farm supply associations		
	343 locals	51 regionals	394 locals and regionals	508 locals	24 regionals	532 locals and regionals	851 locals	75 regionals	926 locals and regionals
Your own cooperative									
Number of associations reporting	74	13	87	216	9	225	290	22	312
Percent of total associations reporting sponsoring agencies	21.6	25.5	22.1	42.5	37.5	42.3	34.1	29.3	33.7
Regional cooperative									
Number of associations reporting	179	14	193	336	7	343	515	21	536
Percent of total associations reporting sponsoring agencies	52.2	27.4	49.0	66.1	29.2	64.5	60.5	28.0	57.9
State agricultural college									
Number of associations reporting	176	15	191	106	7	113	282	22	304
Percent of total associations reporting sponsoring agencies	51.3	29.4	48.5	20.9	29.2	21.2	33.1	29.3	32.8
State cooperative council									
Number of associations reporting	99	21	120	78	5	83	177	26	203
Percent of total associations reporting sponsoring agencies	28.9	41.2	30.5	15.4	20.8	15.6	20.8	34.7	21.9
School of business									
Number of associations reporting	10	2	12	21	5	26	31	7	38
Percent of total associations reporting sponsoring agencies	2.9	3.9	3.0	4.1	20.8	4.9	3.6	9.3	4.1

Appendix table 24. - Agencies sponsoring management training programs for cooperative managers, by type of association, 1957 - continued

Sponsoring agencies	Type of association and total number reporting sponsoring agencies								
	394 marketing associations			532 farm supply associations			926 marketing and farm supply associations		
	343 locals	51 regionals	394 locals and regionals	508 locals	24 regionals	532 locals and regionals	851 locals	75 regionals	926 locals and regionals
Professional management association									
Number of associations reporting	19	6	25	27	9	36	46	15	61
Percent of total associations reporting sponsoring agencies	5.5	11.8	6.3	5.3	37.5	6.8	5.4	20.0	6.6
Bank for cooperatives									
Number of associations reporting	143	12	155	50	2	52	193	14	207
Percent of total associations reporting sponsoring agencies	41.7	23.5	39.3	9.8	8.3	9.8	22.7	18.7	22.4
Farmer Cooperative Service									
Number of associations reporting	50	8	58	32	2	34	82	10	92
Percent of total associations reporting sponsoring agencies	14.6	15.7	14.7	6.3	8.3	6.4	9.6	13.3	9.9
General farm organizations									
Number of associations reporting	35	7	42	40	2	42	75	9	84
Percent of total associations reporting sponsoring agencies	10.2	13.7	10.7	7.9	8.3	7.9	8.8	12.0	9.1
Other									
Number of associations reporting	24	9	33	34	5	39	58	14	72
Percent of total associations reporting sponsoring agencies	7.0	17.6	8.4	6.7	20.8	7.3	6.8	18.7	7.8

Appendix table 25. - Agencies sponsoring management training programs for cooperative managers' assistants, by type of association, 1957

Sponsoring agencies	Type of association and total number reporting sponsoring agencies								
	283 marketing associations			366 farm supply associations			649 marketing and farm supply associations		
	235 locals	48 regionals	283 locals and regionals	344 locals	22 regionals	366 locals and regionals	579 locals	70 regionals	649 locals and regionals
Your own cooperative									
Number of associations reporting	66	17	83	185	12	197	251	29	280
Percent of total associations reporting sponsoring agencies	28.1	35.4	29.3	53.8	54.5	53.8	43.4	41.4	43.1
Regional cooperative									
Number of associations reporting	115	16	131	189	6	195	304	22	326
Percent of total associations reporting sponsoring agencies	48.9	33.3	46.3	54.9	27.3	53.3	52.5	31.4	50.2
State agricultural college									
Number of associations reporting	85	21	106	53	6	59	138	27	165
Percent of total associations reporting sponsoring agencies	36.2	43.8	37.5	15.4	27.3	16.1	23.8	38.6	25.4
State cooperative council									
Number of associations reporting	40	17	57	23	5	28	63	22	85
Percent of total associations reporting sponsoring agencies	17.0	35.4	20.1	6.7	22.7	7.6	10.9	31.4	13.1
School of business									
Number of associations reporting	7	6	13	6	2	8	13	8	21
Percent of total associations reporting sponsoring agencies	3.0	12.5	4.6	1.7	9.1	2.2	2.2	11.4	3.2

Appendix table 25. - Agencies sponsoring management training programs for cooperative managers' assistants, by type of association, 1957 - continued

Sponsoring agencies	Type of association and total number reporting sponsoring agencies								
	283 marketing associations			366 farm supply associations			649 marketing and farm supply associations		
	235 locals	48 regionals	283 locals and regionals	344 locals	22 regionals	366 locals and regionals	579 locals	70 regionals	649 locals and regionals
Professional management association									
Number of associations reporting	13	6	19	7	9	16	20	15	35
Percent of total associations reporting sponsoring agencies	5.5	12.5	6.7	2.0	40.9	4.4	3.5	21.4	5.4
Bank for cooperatives									
Number of associations reporting	35	13	48	9	2	11	44	15	59
Percent of total associations reporting sponsoring agencies	14.9	27.1	17.0	2.6	9.1	3.0	7.6	21.4	9.1
Farmer Cooperative Service									
Number of associations reporting	17	8	25	23	2	25	40	10	50
Percent of total associations reporting sponsoring agencies	7.2	16.7	8.8	6.7	9.1	6.8	6.9	14.3	7.7
General farm organizations									
Number of associations reporting	21	4	25	21	1	22	42	5	47
Percent of total associations reporting sponsoring agencies	8.9	8.3	8.8	6.1	4.5	6.0	7.3	7.1	7.2
Other									
Number of associations reporting	20	7	27	12	5	17	32	12	44
Percent of total associations reporting sponsoring agencies	8.5	14.6	9.5	3.5	22.7	4.6	5.5	17.1	6.8

Appendix table 26. - Agencies sponsoring management training programs for cooperative directors, by type of association, 1957

Sponsoring agencies	Type of association and total number reporting sponsoring agencies								
	214 marketing associations			252 farm supply associations			466 marketing and farm supply associations		
	178 locals	36 regionals	214 locals and regionals	239 locals	13 regionals	252 locals and regionals	417 locals	49 regionals	466 locals and regionals
Your own cooperative									
Number of associations reporting	46	14	60	83	4	87	129	18	147
Percent of total associations reporting sponsoring agencies	25.8	38.9	28.0	34.7	30.8	34.5	30.9	36.7	31.5
Regional cooperative									
Number of associations reporting	99	12	111	179	4	183	278	16	294
Percent of total associations reporting sponsoring agencies	55.6	33.3	51.9	74.9	30.8	72.6	66.7	32.7	63.1
State agricultural college									
Number of associations reporting	54	7	61	35	3	38	89	10	99
Percent of total associations reporting sponsoring agencies	30.3	19.4	28.5	14.6	23.1	15.1	21.3	20.4	21.2
State cooperative council									
Number of associations reporting	45	15	60	43	3	46	88	18	106
Percent of total associations reporting sponsoring agencies	25.3	41.7	28.0	18.0	23.1	18.3	21.1	36.7	22.7
School of business									
Number of associations reporting	-	-	-	1	-	1	1	-	1
Percent of total associations reporting sponsoring agencies	-	-	-	.4	-	.4	.2	-	.2

Appendix table 26. - Agencies sponsoring management training programs for cooperative directors, by type of association, 1957 - continued

Sponsoring agencies	Type of association and total number reporting sponsoring agencies								
	214 marketing associations			252 farm supply associations			466 marketing and farm supply associations		
	178 locals	36 regionals	214 locals and regionals	239 locals	13 regionals	252 locals and regionals	417 locals	49 regionals	466 locals and regionals
Professional management association									
Number of associations reporting	2	-	2	3	1	4	5	1	6
Percent of total associations reporting sponsoring agencies	1.1	-	.9	1.3	7.7	1.6	1.2	2.0	1.3
Bank for cooperatives									
Number of associations reporting	54	9	63	29	3	32	83	12	95
Percent of total associations reporting sponsoring agencies	30.3	25.0	29.4	12.1	23.1	12.7	19.9	24.5	20.4
Farmer Cooperative Service									
Number of associations reporting	20	9	29	19	1	20	39	10	49
Percent of total associations reporting sponsoring agencies	11.2	25.0	13.6	7.9	7.7	7.9	9.4	20.4	10.5
General farm organizations									
Number of associations reporting	19	5	24	23	2	25	42	7	49
Percent of total associations reporting sponsoring agencies	10.7	13.9	11.2	9.6	15.4	9.9	10.1	14.3	10.5
Other									
Number of associations reporting	8	7	15	5	2	7	13	9	22
Percent of total associations reporting sponsoring agencies	4.5	19.4	7.0	2.1	15.4	2.8	3.1	18.4	4.7

Appendix table 27. - Agencies sponsoring management training programs for cooperative managers, by Farm Credit districts, 1957

Sponsoring agencies	Farm Credit districts and total number of associations reporting sponsoring agencies												
	Springfield	Baltimore	Columbia	Louisville	New Orleans	St. Louis	St. Paul	Omaha	Wichita	Houston	Berkeley	Spokane	United States
	58 associations	86 associations	13 associations	102 associations	6 associations	97 associations	216 associations	128 associations	85 associations	61 associations	23 associations	51 associations	926 associations
Your own cooperative	41	45	3	48	1	48	51	31	15	14	4	11	312
Regional cooperative	11	49	6	56	1	45	152	105	53	26	4	28	536
State agricultural college	3	11	6	38	2	28	59	47	42	40	1	27	304
State cooperative council	-	6	9	18	2	7	37	33	31	27	7	26	203
School of business	5	2	1	16	-	2	5	1	2	2	-	2	38
Professional management associations	3	6	1	11	2	9	19	3	4	1	2	-	61
Bank for cooperatives	3	4	3	11	1	14	33	27	42	54	2	13	207
Farmer Cooperative Service	4	9	-	10	-	8	18	16	6	17	4	-	92
General farm organizations	2	8	2	7	-	16	26	5	6	5	3	4	84
Other	3	7	2	7	1	6	18	10	7	4	4	3	72

Appendix table 28. - Agencies sponsoring management training programs for cooperative managers' assistants, by Farm Credit districts, 1957

Sponsoring agencies	Farm Credit districts and total number of associations reporting sponsoring agencies												
	Springfield	Baltimore	Columbia	Louisville	New Orleans	St. Louis	St. Paul	Omaha	Wichita	Houston	Berkeley	Spokane	United States
	49 associations	68 associations	12 associations	83 associations	5 associations	78 associations	125 associations	106 associations	40 associations	23 associations	20 associations	40 associations	649 associations
Your own cooperative	33	41	3	54	2	45	48	21	8	6	8	11	280
Regional cooperative	3	30	6	41	1	35	73	75	26	9	1	26	326
State agricultural college	1	4	4	26	-	16	38	40	1	13	1	11	165
State cooperative council	-	1	5	9	1	5	16	16	9	9	4	10	85
School of business	-	1	-	3	-	3	6	-	4	-	2	2	21
Professional management associations	3	2	1	6	1	6	7	3	-	-	4	2	35
Bank for cooperatives	1	-	-	2	2	3	12	8	7	16	1	6	59
Farmer Cooperative Service	4	5	-	6	-	4	6	12	2	8	3	-	50
General farm organizations	2	6	1	5	-	10	14	3	1	1	2	2	47
Other	2	5	-	6	1	4	9	6	2	1	5	3	44

Appendix table 29. - Agencies sponsoring management training programs for cooperative directors, by Farm Credit districts, 1957

Sponsoring agencies	Farm Credit districts and total number of associations reporting sponsoring agencies												
	Springfield	Baltimore	Columbia	Louisville	New Orleans	St. Louis	St. Paul	Omaha	Wichita	Houston	Berkeley	Spokane	United States
	12 associations	47 associations	8 associations	55 associations	3 associations	51 associations	119 associations	75 associations	36 associations	13 associations	12 associations	35 associations	466 associations
Your own cooperative	6	18	3	30	-	27	26	17	5	3	5	7	147
Regional cooperative	3	35	4	26	1	29	86	63	25	5	1	16	294
State agricultural college	1	2	1	20	1	6	11	25	11	8	-	13	99
State cooperative council	-	4	5	13	1	1	27	23	13	4	3	12	106
School of business	-	-	-	-	-	1	-	-	-	-	-	-	1
Professional management associations	-	1	-	-	-	1	1	2	-	-	1	-	6
Bank for cooperatives	1	1	3	9	1	10	21	16	9	11	3	10	95
Farmer Cooperative Service	4	7	-	6	-	3	11	14	-	2	1	1	49
General farm organizations	1	4	2	4	-	13	17	2	1	1	2	2	49
Other	4	1	1	2	-	3	3	2	3	-	1	2	22

Appendix table 30. - Sources of educational material used for cooperative management training programs, by type of association reporting, 1957

Sources	Type of association and total number reporting sources of material								
	245 marketing associations			376 farm supply associations			621 marketing and farm supply associations		
	203 locals	42 regionals	245 total	357 locals	19 regionals	376 total	560 locals	61 regionals	621 total
Your own cooperative									
Number of associations reporting	8	3	11	9	3	12	17	6	23
Percent of total associations reporting sources of material	3.9	7.1	4.5	2.5	15.8	3.2	3.0	9.8	3.7
Regional cooperative									
Number of associations reporting	102	11	113	305	4	309	407	15	422
Percent of total associations reporting sources of material	50.2	26.2	46.1	85.4	21.1	82.2	72.7	24.6	68.0
State agricultural college									
Number of associations reporting	85	14	99	40	6	46	125	20	145
Percent of total associations reporting sources of material	41.9	33.3	40.4	11.2	31.6	12.2	22.3	32.8	23.3
State cooperative council									
Number of associations reporting	57	8	65	32	1	33	89	9	98
Percent of total associations reporting sources of material	28.1	19.0	26.5	9.0	5.3	8.8	15.9	14.8	15.8
School of business									
Number of associations reporting	1	1	2	7	2	9	8	3	11
Percent of total associations reporting sources of material	.5	2.4	.8	2.0	10.5	2.4	1.4	4.9	1.8
Professional management association									
Number of associations reporting	4	3	7	5	7	12	9	10	19
Percent of total associations reporting sources of material	2.0	7.1	2.9	1.4	36.8	3.2	1.6	16.4	3.1
Bank for cooperatives									
Number of associations reporting	33	5	38	6	-	6	39	5	44
Percent of total associations reporting sources of material	16.3	11.9	15.5	1.7	-	1.6	7.0	8.2	7.1
Farmer Cooperative Service									
Number of associations reporting	19	9	28	11	3	14	30	12	42
Percent of total associations reporting sources of material	9.4	21.4	11.4	3.1	15.8	3.7	5.4	19.7	6.8
General farm organizations									
Number of associations reporting	2	-	2	2	-	2	4	-	4
Percent of total associations reporting sources of material	1.0	-	.8	.6	-	.5	.7	-	.6

Appendix table 30. - Sources of educational material used for cooperative management training programs, by type of association reporting, 1957 - continued

Sources	Type of association and total number reporting sources of material								
	245 marketing associations			376 farm supply associations			621 marketing and farm supply associations		
	203 locals	42 regionals	245 total	357 locals	19 regionals	376 total	560 locals	61 regionals	621 total
American Institute of Cooperation									
Number of associations reporting	14	3	17	3	2	5	17	5	22
Percent of total associations reporting sources of material	6.9	7.1	6.9	.8	10.5	1.3	3.0	8.2	3.5
National Council of Farmer Cooperatives									
Number of associations reporting	2	2	4	1	1	2	3	3	6
Percent of total associations reporting sources of material	1.0	4.8	1.6	.3	5.3	.5	.5	4.9	1.0
Cooperative League									
Number of associations reporting	1	-	1	7	2	9	8	2	10
Percent of total associations reporting sources of material	.5	-	.4	2.0	10.5	2.4	1.4	3.3	1.6
American Management Association									
Number of associations reporting	1	-	1	1	1	2	2	1	3
Percent of total associations reporting sources of material	.5	-	.4	.3	5.3	.5	.4	1.6	.5
Management consultants and psychologists									
Number of associations reporting	1	2	3	1	1	2	2	3	5
Percent of total associations reporting sources of material	.5	4.8	1.2	.3	5.3	.5	.4	4.9	.8
Trade associations									
Number of associations reporting	11	-	11	2	1	3	13	1	14
Percent of total associations reporting sources of material	5.4	-	4.5	.6	5.3	.8	2.3	1.6	2.3
Trade magazines and books									
Number of associations reporting	20	7	27	16	2	18	36	9	45
Percent of total associations reporting sources of material	9.9	16.7	11.0	4.5	10.5	4.8	6.4	14.8	7.2
U.S.D.A. and State agencies									
Number of associations reporting	15	6	21	7	2	9	22	8	30
Percent of total associations reporting sources of material	7.4	14.3	8.6	2.0	10.5	2.4	3.9	13.1	4.8
Other									
Number of associations reporting	6	9	15	6	2	8	12	11	23
Percent of total associations reporting sources of material	3.0	21.4	6.1	1.7	10.5	2.1	2.1	18.0	3.7

Appendix table 31. - Sources of educational material used for cooperative management training programs, by Farm Credit districts, 1957

Sources	Farm Credit districts and total number of associations reporting sources of material												
	Springfield	Baltimore	Columbia	Louisville	New Orleans	St. Louis	St. Paul	Omaha	Wichita	Houston	Berkeley	Spokane	United States
	44 associations	57 associations	11 associations	72 associations	3 associations	59 associations	155 associations	89 associations	48 associations	38 associations	12 associations	33 associations	621 associations
Your own cooperative	7	-	1	2	-	1	7	2	-	1	1	1	23
Regional cooperative	32	48	4	46	-	42	114	65	35	13	4	19	422
State agricultural college	4	5	5	8	-	8	30	35	12	16	4	8	145
State cooperative council	1	1	5	7	-	1	18	24	20	13	1	7	98
School of business	-	-	-	6	-	2	1	1	-	1	-	-	11
Professional management association	4	4	-	4	-	3	1	1	-	1	-	1	19
Bank for cooperatives	-	-	2	1	-	1	5	7	9	19		-	44
Farmer Cooperative Service	1	2	4	4	-	6	4	3	3	11	2	2	42
General farm organizations	1	-	-	-	-	-	-	1	1	1	-	-	4
American Institute of Cooperation	2	2	-	2	-	1	4	2	1	6	1	1	22
National Council of Farmer Cooperatives	1	-	-	-	-	1	-	-	1	1	2	-	6
Cooperative League	-	1	-	-	-	-	9	-	-	-	-	-	10
American Management Association	-	-	-	2	-	-	-	-	-	-	1	-	3
Management consultants and psychologists	1	1	-	1	-	-	1	-	1	-	-	-	5
Trade associations	-	-	2	2	-	-	4	2	1	-	1	2	14
Trade magazines and books	1	5	-	7	2	3	9	5	2	3	3	5	45
U.S.D.A. and State agencies	1	3	1	6	1	2	6	1	3	5	-	1	30
Other	-	1	-	3	2	8	4	3	-	-	1	1	23

Appendix table 32. - Areas of management training received by cooperative managers, by type of association, 1957

Areas of training	Type of association and total number reporting areas of training								
	394 marketing associations			532 farm supply associations			926 marketing and farm supply associations		
	343 locals	51 regionals	394 locals and regionals	508 locals	24 regionals	532 locals and regionals	851 locals	75 regionals	926 locals and regionals
Cooperative principles									
Number of associations reporting	201	26	227	323	11	334	524	37	561
Percent of total associations reporting areas of training for managers	58.6	51.0	57.6	63.6	45.8	62.8	61.6	49.3	60.6
Financing									
Number of associations reporting	197	24	221	309	10	319	506	34	540
Percent of total associations reporting areas of training for managers	57.4	47.1	56.1	60.8	41.7	60.0	59.5	45.3	58.3
Membership relations									
Number of associations reporting	178	25	203	297	10	307	475	35	510
Percent of total associations reporting areas of training for managers	51.9	49.0	51.5	58.5	41.7	57.7	55.8	46.7	55.1
Bookkeeping and accounting									
Number of associations reporting	122	6	128	150	5	155	272	11	283
Percent of total associations reporting areas of training for managers	35.6	11.8	32.5	29.5	20.8	29.1	32.0	14.7	30.6
Principles of managment									
Number of associations reporting	170	28	198	335	16	351	505	44	549
Percent of total associations reporting areas of training for managers	49.6	54.9	50.3	65.9	66.7	66.0	59.3	58.7	59.3
Employee relations									
Number of associations reporting	157	18	175	329	9	338	486	27	513
Percent of total associations reporting areas of training for managers	45.8	35.3	44.4	64.8	37.5	63.5	57.1	36.0	55.4
Policy making									
Number of associations reporting	106	22	128	228	9	237	334	31	365
Percent of total associations reporting areas of training for managers	30.9	43.1	32.5	44.9	37.5	44.5	39.2	41.3	39.4

Appendix table 32. - Areas of management training received by cooperative managers, by type of association, 1957 - continued

Areas of training	Type of association and total number reporting areas of training								
	394 marketing associations			532 farm supply associations			926 marketing and farm supply associations		
	343 locals	51 regionals	394 locals and regionals	508 locals	24 regionals	532 locals and regionals	851 locals	75 regionals	926 locals and regionals
Selling and advertising									
Number of associations reporting	133	10	143	363	11	374	496	21	517
Percent of total associations reporting areas of training for managers	38.8	19.6	36.3	71.5	45.8	70.3	58.3	28.0	55.8
Taxation									
Number of associations reporting	85	11	96	126	1	127	211	12	223
Percent of total associations reporting areas of training for managers	24.8	21.6	24.4	24.8	4.2	23.9	24.8	16.0	24.1
Cost and inventory control									
Number of associations reporting	67	4	71	248	8	256	315	12	327
Percent of total associations reporting areas of training for managers	19.5	7.8	18.0	48.8	33.3	48.1	37.0	16.0	35.3
Credit controls									
Number of associations reporting	113	8	121	340	6	346	453	14	467
Percent of total associations reporting areas of training for managers	32.9	15.7	30.7	66.9	25.0	65.0	53.2	18.7	50.4
Public relations									
Number of associations reporting	165	19	184	290	5	295	455	24	479
Percent of total associations reporting areas of training for managers	48.1	37.3	46.7	57.1	20.8	55.5	53.5	32.0	51.7
Directors' responsibilities									
Number of associations reporting	96	10	106	155	5	160	251	15	266
Percent of total associations reporting areas of training for managers	28.0	19.6	26.9	30.5	20.8	30.1	29.5	20.0	28.7
Other									
Number of associations reporting	28	2	30	19	1	20	47	3	50
Percent of total associations reporting areas of training for managers	8.2	3.9	7.6	3.7	4.2	3.8	5.5	4.0	5.4

Appendix table 33. - Areas of management training received by cooperative managers' assistants, by type of association, 1957

Areas of training	Type of association and total number reporting areas of training								
	283 marketing associations			366 farm supply associations			649 marketing and farm supply associations		
	235 locals	48 regionals	283 locals and regionals	344 locals	22 regionals	366 locals and regionals	579 locals	70 regionals	649 locals and regionals
Cooperative principles									
Number of associations reporting	107	22	129	192	10	202	299	32	331
Percent of total associations reporting areas of training for managers' assistants	45.5	45.8	45.6	55.8	45.5	55.2	51.6	45.7	51.0
Financing									
Number of associations reporting	67	18	85	100	12	112	167	30	197
Percent of total associations reporting areas of training for managers' assistants	28.5	37.5	30.0	29.1	54.5	30.6	28.8	42.9	30.4
Membership relations									
Number of associations reporting	92	23	115	159	9	168	251	32	283
Percent of total associations reporting areas of training for managers' assistants	39.1	47.9	40.6	46.2	40.9	45.9	43.4	45.7	43.6
Bookkeeping and accounting									
Number of associations reporting	119	21	140	131	15	146	250	36	286
Percent of total associations reporting areas of training for managers' assistants	50.6	43.7	49.5	38.1	68.2	39.9	43.2	51.4	44.1
Principles of management									
Number of associations reporting	66	23	89	130	11	141	196	34	230
Percent of total associations reporting areas of training for managers' assistants	28.1	47.9	31.4	37.8	50.0	38.5	33.9	48.6	35.4
Employee relations									
Number of associations reporting	71	15	86	127	11	138	198	26	224
Percent of total associations reporting areas of training for managers' assistants	30.2	31.2	30.4	36.9	50.0	37.7	34.2	37.1	34.5
Policy making									
Number of associations reporting	30	11	41	64	4	68	94	15	109
Percent of total associations reporting areas of training for managers' assistants	12.8	22.9	14.5	18.6	18.2	18.6	16.2	21.4	16.8

Appendix table 33. - Areas of management training received by cooperative managers' assistants, by type of association, 1957 - continued

Areas of training	Type of association and total number reporting areas of training								
	283 marketing associations			366 farm supply associations			649 marketing and farm supply associations		
	235 locals	48 regionals	283 locals and regionals	344 locals	22 regionals	366 locals and regionals	579 locals	70 regionals	649 locals and regionals
Selling and advertising									
Number of associations reporting	98	11	109	233	13	246	331	24	355
Percent of total associations reporting areas of training for managers' assistants	41.7	22.9	38.5	67.7	59.1	67.2	57.2	34.3	54.7
Taxation									
Number of associations reporting	28	8	36	33	5	38	61	13	74
Percent of total associations reporting areas of training for managers' assistants	11.9	16.7	12.7	9.6	22.7	10.4	10.5	18.6	11.4
Cost and inventory control									
Number of associations reporting	58	6	64	112	7	119	170	13	183
Percent of total associations reporting areas of training for managers' assistants	24.7	12.5	22.6	32.6	31.8	32.5	29.4	18.6	28.2
Credit controls									
Number of associations reporting	62	5	67	158	7	165	220	12	232
Percent of total associations reporting areas of training for managers' assistants	26.4	10.4	23.7	45.9	31.8	45.1	38.0	17.1	35.7
Public relations									
Number of associations reporting	82	20	102	141	8	149	223	28	251
Percent of total associations reporting areas of training for managers' assistants	34.9	41.7	36.0	41.0	36.4	40.7	38.5	40.0	38.7
Directors' responsibilities									
Number of associations reporting	22	7	29	37	2	39	59	9	68
Percent of total associations reporting areas of training for managers' assistants	9.4	14.6	10.2	10.8	9.1	10.7	10.2	12.9	10.5
Other									
Number of associations reporting	22	7	29	8	4	12	30	11	41
Percent of total associations reporting areas of training for managers' assistants	9.4	14.6	10.2	2.3	18.2	3.3	5.2	15.7	6.3

Appendix table 34. - Areas of management training received by cooperative directors, by type of association, 1957

Areas of training	Type of association and total number reporting areas of training								
	214 marketing associations			252 farm supply associations			466 marketing and farm supply associations		
	178 locals	36 regionals	214 locals and regionals	239 locals	13 regionals	252 locals and regionals	417 locals	49 regionals	466 locals and regionals
Cooperative principles									
Number of associations reporting	124	23	147	163	6	169	287	29	316
Percent of total associations reporting areas of training for directors	69.7	63.9	68.7	68.2	46.2	67.1	68.8	59.2	67.8
Financing									
Number of associations reporting	95	13	108	116	5	121	211	18	229
Percent of total associations reporting areas of training for directors	53.4	36.1	50.5	48.5	38.5	48.0	50.6	36.7	49.1
Membership relations									
Number of associations reporting	81	19	100	92	5	97	173	24	197
Percent of total associations reporting areas of training for directors	45.5	52.8	46.7	38.5	38.5	38.5	41.5	49.0	42.3
Bookkeeping and accounting									
Number of associations reporting	17	1	18	5	-	5	22	1	23
Percent of total associations reporting areas of training for directors	9.6	2.8	8.4	2.1	-	2.0	5.3	2.0	4.9
Principles of management									
Number of associations reporting	26	5	31	33	3	36	59	8	67
Percent of total associations reporting areas of training for directors	14.6	13.9	14.5	13.8	23.1	14.3	14.1	16.3	14.4
Employee relations									
Number of associations reporting	35	6	41	39	3	42	74	9	83
Percent of total associations reporting areas of training for directors	19.7	16.7	19.2	16.3	23.1	16.7	17.7	18.4	17.8
Policy making									
Number of associations reporting	70	13	83	115	6	121	185	19	204
Percent of total associations reporting areas of training for directors	39.3	36.1	38.8	48.1	46.2	48.0	44.4	38.8	43.8

Appendix table 34. - Areas of management training received by cooperative directors, by type of association, 1957 - continued

Areas of training	Type of association and total number reporting areas of training								
	214 marketing associations			252 farm supply associations			466 marketing and farm supply associations		
	178 locals	36 regionals	214 locals and regionals	239 locals	13 regionals	252 locals and regionals	417 locals	49 regionals	466 locals and regionals
Selling and advertising									
Number of associations reporting	25	7	32	18	2	20	43	9	52
Percent of total associations reporting areas of training for directors	14.0	19.4	15.0	7.5	15.4	7.9	10.3	18.4	11.2
Taxation									
Number of associations reporting	35	7	42	41	-	41	76	7	83
Percent of total associations reporting areas of training for directors	19.7	19.4	19.6	17.2	-	16.3	18.2	14.3	17.8
Cost and inventory control									
Number of associations reporting	17	1	18	16	-	16	33	1	34
Percent of total associations reporting areas of training for directors	9.6	2.8	8.4	6.7	-	6.3	7.9	2.0	7.3
Credit controls									
Number of associations reporting	49	2	51	83	3	86	132	5	137
Percent of total associations reporting areas of training for directors	27.5	5.6	23.8	34.7	23.1	34.1	31.7	10.2	29.4
Public relations									
Number of associations reporting	68	10	78	76	3	79	144	13	157
Percent of total associations reporting areas of training for directors	38.2	27.8	36.4	31.8	23.1	31.3	34.5	26.5	33.7
Directors' responsibilities									
Number of associations reporting	113	23	136	212	10	222	325	33	358
Percent of total associations reporting areas of training for directors	63.5	63.9	63.6	88.7	76.9	88.1	77.9	67.3	76.8
Other									
Number of associations reporting	2	1	3	1	2	3	3	3	6
Percent of total associations reporting areas of training for directors	1.1	2.8	1.4	.4	15.4	1.2	.7	6.1	1.3

Appendix table 35. - Areas of management training received by cooperative managers, by Farm Credit districts, 1957

Areas of training	Farm Credit districts and total number of associations reporting areas of training												
	Springfield	Baltimore	Columbia	Louisville	New Orleans	St. Louis	St. Paul	Omaha	Wichita	Houston	Berkeley	Spokane	United States
	58 associations	86 associations	13 associations	102 associations	6 associations	97 associations	216 associations	128 associations	85 associations	61 associations	23 associations	51 associations	926 associations
Cooperative principles	26	55	7	65	3	51	132	77	50	45	14	34	561
Financing	24	43	7	66	3	45	144	72	48	43	10	35	540
Membership relations	34	50	6	59	3	48	103	64	54	48	12	29	510
Bookkeeping and accounting	25	26	5	28	3	18	69	17	31	33	8	20	283
Principles of management	32	57	5	76	2	60	132	72	39	37	13	24	549
Employee relations	39	51	4	61	1	48	127	67	45	37	6	27	513
Policy making	23	30	4	47	-	37	100	49	29	20	8	18	365
Selling and advertising	47	58	5	56	3	56	136	67	39	17	9	24	517
Taxation	6	13	5	25	1	19	55	32	22	25	4	16	223
Cost and inventory control	32	56	4	37	2	23	89	25	30	16	2	11	327
Credit controls	39	58	6	56	2	34	129	56	41	19	6	21	467
Public relations	28	43	3	56	1	40	117	60	45	46	10	30	479
Directors' responsibilities	10	28	2	32	1	27	63	26	22	29	8	18	266
Other	2	2	-	4	1	3	16	4	2	9	1	6	50

Appsndix tabls 36. - Areas of management training received by cooperative managers' asaistants, by Farm Credit districts, 1957

Areas of training	Farm Credit districts and total number of associations reporting areas of training												
	Springfield	Baltimore	Columbia	Louisvills	New Orleans	St. Louis	St. Paul	Omaha	Wichita	Houston	Berkeley	Spokane	United States
	49 associations	68 associations	12 associations	83 associations	5 associations	78 associations	125 associations	106 associations	40 associations	23 associations	20 associations	40 associations	649 associations
Cooperative principles	22	36	6	41	2	38	56	60	21	14	8	27	331
Financing	10	17	4	23	1	16	46	33	12	8	6	21	197
Membership relations	19	32	8	33	2	32	49	47	18	15	6	22	283
Bookkeeping and accounting	22	17	7	32	3	22	66	48	22	14	7	26	286
Principlss of management	16	20	3	39	-	31	38	37	13	8	7	18	230
Employee relations	11	21	4	43	1	26	44	33	14	7	5	15	224
Policy making	4	14	4	11	-	14	25	18	4	5	1	9	109
Selling and advertising	30	43	3	50	2	45	71	58	17	5	6	25	355
Taxation	2	4	2	11	1	7	14	11	3	8	2	9	74
Cost and inventory control	12	19	3	31	-	17	34	29	8	5	6	19	183
Credit controls	20	27	5	40	-	26	44	29	12	1	5	23	232
Public relations	17	23	5	31	-	28	52	46	16	10	5	18	251
Directors' responsibilities	3	6	1	12	-	5	12	6	4	7	3	9	68
Other	1	2	-	5	1	2	10	8	3	4	2	3	41

Appendix table 37. - Areas of management training received by cooperative directors, by Farm Credit districts, 1957

Areas of training	Farm Credit districts and total number of associations reporting areas of training												
	Springfield	Baltimore	Columbia	Louisville	New Orleans	St. Louis	St. Paul	Omaha	Wichita	Houston	Berkeley	Spokane	United States
	12 associations	47 associations	8 associations	55 associations	3 associations	51 associations	119 associations	75 associations	36 associations	13 associations	12 associations	35 associations	466 associations
Cooperative principles	9	29	7	41	2	31	80	52	24	10	9	22	316
Financing	3	17	3	25	2	23	60	43	17	8	6	22	229
Membership relations	7	22	4	26	2	14	43	31	22	7	6	13	197
Bookkeeping and accounting	1	-	-	2	1	3	1	3	4	3	2	3	23
Principles of management	3	5	2	6	-	3	14	14	6	4	5	5	67
Employee relations	3	2	-	8	-	10	20	15	9	6	1	9	83
Policy making	5	19	3	30	-	26	47	36	15	6	3	14	204
Selling and advertising	3	2	2	6	-	6	8	11	6	1	4	3	52
Taxation	1	4	2	13	1	10	16	16	6	5	3	5	83
Cost and inventory control	1	2	1	6	-	3	3	7	6	1	-	4	34
Credit controls	1	10	1	18	-	13	34	26	16	4	3	11	137
Public relations	5	9	2	16	-	19	30	31	20	8	4	13	157
Directors' responsibilities	8	41	4	51	2	44	92	56	21	8	9	22	358
Other	-	-	-	-	-	2	1	-	-	-	1	2	6

Appendix table 38. - Areas of management in which training is most needed, by type of association, as indicated by cooperatives reporting training programs in 1957

Areas of management in which training is most needed	Type of association and total number reporting areas of training most needed								
	286 marketing associations			374 farm supply associations			660 marketing and farm supply associations		
	241 locals	45 regionals	286 locals and regionals	356 locals	18 regionals	374 locals and regionals	597 locals	63 regionals	660 locals and regionals
Cooperative principles									
Number of associations reporting	75	8	83	75	5	80	150	13	163
Percent of total associations reporting areas of training needed	31.1	17.8	29.0	21.1	27.8	21.4	25.1	20.6	24.7
Financing									
Number of associations reporting	58	11	69	100	9	109	158	20	178
Percent of total associations reporting areas of training needed	24.1	24.4	24.1	28.1	50.0	29.1	26.5	31.7	27.0
Membership relations									
Number of associations reporting	84	22	106	106	9	115	190	31	221
Percent of total associations reporting areas of training needed	34.9	48.9	37.1	29.8	50.0	30.7	31.8	49.2	33.5
Bookkeeping and accounting									
Number of associations reporting	41	2	43	45	3	48	86	5	91
Percent of total associations reporting areas of training needed	17.0	4.4	15.0	12.6	16.7	12.8	14.4	7.9	13.8
Principles of management									
Number of associations reporting	59	12	71	80	9	89	139	21	160
Percent of total associations reporting areas of training needed	24.5	26.7	24.8	22.5	50.0	23.8	23.3	33.3	24.2
Employee relations									
Number of associations reporting	57	10	67	83	7	90	140	17	157
Percent of total associations reporting areas of training needed	23.7	22.2	23.4	23.3	38.9	24.1	23.4	27.0	23.8
Policy making									
Number of associations reporting	44	10	54	54	6	60	98	16	114
Percent of total associations reporting areas of training needed	18.3	22.2	18.9	15.2	33.3	16.0	16.4	25.4	17.3

Appendix table 38. - Areas of management in which training is most needed, by type of association, as indicated by cooperatives reporting training programs in 1957 - continued

Areas of management in which training is most needed	Type of association and total number reporting areas of training most needed								
	286 marketing associations			374 farm supply associations			660 marketing and farm supply associations		
	241 locals	45 regionals	286 locals and regionals	356 locals	18 regionals	374 locals and regionals	597 locals	63 regionals	660 locals and regionals
Selling and advertising									
Number of associations reporting	56	4	60	117	9	126	173	13	186
Percent of total associations reporting areas of training needed	23.2	8.9	21.0	32.9	50.0	33.7	29.0	20.6	28.2
Taxation									
Number of associations reporting	29	4	33	42	3	45	71	7	78
Percent of total associations reporting areas of training needed	12.0	8.9	11.5	11.8	16.7	12.0	11.9	11.1	11.8
Cost and inventory control									
Number of associations reporting	51	3	54	81	6	87	132	9	141
Percent of total associations reporting areas of training needed	21.2	6.7	18.9	22.8	33.3	23.3	22.1	14.3	21.4
Credit control									
Number of associations reporting	82	4	86	163	7	170	245	11	256
Percent of total associations reporting areas of training needed	34.0	8.9	30.1	45.8	38.9	45.5	41.0	17.5	38.8
Public relations									
Number of associations reporting	104	18	122	117	6	123	221	24	245
Percent of total associations reporting areas of training needed	43.2	40.0	42.7	32.9	33.3	32.9	37.0	38.1	37.1
Directors' responsibilities									
Number of associations reporting	55	18	73	57	6	63	112	24	136
Percent of total associations reporting areas of training needed	22.8	40.0	25.5	16.0	33.3	16.8	18.8	38.1	20.6
Other									
Number of associations reporting	35	6	41	45	3	48	80	9	89
Percent of total associations reporting areas of training needed	14.5	13.3	14.3	12.6	16.7	12.8	13.4	14.3	13.5

Appendix table 39. - Areas of management in which training is most needed, by Farm Credit districts, as indicated by cooperatives reporting training programs in 1957

Areas of management in which training is most needed	Farm Credit districts and total number of associations reporting areas of training needed												
	Springfield	Baltimore	Columbia	Louisville	New Orleans	St. Louis	St. Paul	Omaha	Wichita	Houston	Berkeley	Spokane	United States
	50 associations	52 associations	11 associations	73 associations	4 associations	63 associations	157 associations	94 associations	55 associations	47 associations	15 associations	39 associations	660 associations
Cooperative principles	9	10	3	13	-	15	40	31	19	11	4	8	163
Financing	4	11	3	20	2	18	53	28	17	6	4	12	178
Membership relations	11	19	3	22	1	23	46	26	31	16	7	16	221
Bookkeeping and accounting	1	4	1	8	-	9	31	13	13	5	1	5	91
Principles of management	10	12	2	21	1	17	39	22	12	11	5	8	160
Employee relations	14	11	2	24	-	17	43	17	17	3	3	6	157
Policy making	1	4	2	13	-	14	40	17	6	7	5	5	114
Selling and advertising	20	19	2	27	1	23	44	21	11	7	3	8	186
Taxation	-	6	-	4	-	9	24	13	9	8	1	4	78
Cost and inventory control	6	12	-	16	-	12	42	25	11	6	3	8	141
Credit controls	15	21	1	25	2	18	81	45	19	11	-	18	256
Public relations	6	21	2	28	-	22	63	37	31	17	4	14	245
Directors' responsibilities	1	9	2	12	-	22	36	17	17	13	1	6	136
Other	12	3	3	8	-	5	26	16	1	6	4	5	89

Appendix table 40. - Areas of management in which training is most needed, by type of association, as indicated by cooperatives reporting no training programs in 1957

Areas of management in which training is most needed	Type of association and total number reporting areas of training most needed								
	1,339 marketing associations			545 farm supply associations			1,884 marketing and farm supply associations		
	1,200 locals	139 regionals	1,339 locals and regionals	530 locals	15 regionals	545 locals and regionals	1,730 locals	154 regionals	1,884 locals and regionals
Cooperative principles									
Number of associations reporting	305	41	346	131	6	137	436	47	483
Percent of total associations reporting areas of training needed	25.4	29.5	25.8	24.7	40.0	25.1	25.2	30.5	25.6
Financing									
Number of associations reporting	214	23	237	130	8	138	344	31	375
Percent of total associations reporting areas of training needed	17.8	16.5	17.7	24.5	53.3	25.3	19.9	20.1	19.9
Membership relations									
Number of associations reporting	330	61	391	149	6	155	479	67	546
Percent of total associations reporting areas of training needed	27.5	43.9	29.2	28.1	40.0	28.4	27.7	43.5	29.0
Bookkeeping and accounting									
Number of associations reporting	355	24	379	124	5	129	479	29	508
Percent of total associations reporting areas of training needed	29.6	17.3	28.3	23.4	33.3	23.7	27.7	18.8	26.9
Principles of management									
Number of associations reporting	307	40	347	135	6	141	442	46	488
Percent of total associations reporting areas of training needed	25.6	28.8	25.9	25.5	40.0	25.9	25.5	29.9	25.9
Employee relations									
Number of associations reporting	179	23	202	115	7	122	294	30	324
Percent of total associations reporting areas of training needed	14.9	16.5	15.1	21.7	46.7	22.4	17.0	19.5	17.2
Policy making									
Number of associations reporting	186	29	215	90	3	93	276	32	308
Percent of total associations reporting areas of training needed	15.5	20.9	16.0	17.0	20.0	17.1	15.9	20.8	16.3
Selling and advertising									
Number of associations reporting	314	32	346	187	4	191	501	36	537
Percent of total associations reporting areas of training needed	26.1	23.0	25.8	35.3	26.7	35.0	28.9	23.4	28.5

Appendix table 40. - Areas of management in which training is most needed, by type of association, as indicated by cooperatives reporting no training programs in 1957 - continued

Areas of management in which training is most needed	Type of association and total number reporting areas of training most needed								
	1,339 marketing associations			545 farm supply associations			1,884 marketing and farm supply associations		
	1,200 locals	139 regionals	1,339 locals and regionals	530 locals	15 regionals	545 locals and regionals	1,730 locals	154 regionals	1,884 locals and regionals
Taxation									
Number of associations reporting	165	18	183	72	3	75	237	21	258
Percent of total associations reporting areas of training needed	13.7	12.9	13.7	13.6	20.0	13.8	13.7	13.6	13.7
Cost and inventory control									
Number of associations reporting	193	14	207	129	4	133	322	18	340
Percent of total associations reporting areas of training needed	16.1	10.1	15.4	24.3	26.7	24.4	18.6	11.7	18.0
Credit controls									
Number of associations reporting	310	13	323	276	7	283	586	20	606
Percent of total associations reporting areas of training needed	25.8	9.4	24.1	52.1	46.7	51.9	33.9	13.0	32.1
Public relations									
Number of associations reporting	312	51	363	133	4	137	445	55	500
Percent of total associations reporting areas of training needed	26.0	36.7	27.1	25.1	26.7	25.1	25.7	35.7	26.5
Directors' responsibilities									
Number of associations reporting	421	59	480	182	4	186	603	63	666
Percent of total associations reporting areas of training needed	35.1	42.4	35.8	34.3	26.7	34.1	34.8	40.9	35.3
Other									
Number of associations reporting	104	9	113	31	3	34	135	12	147
Percent of total associations reporting areas of training needed	8.7	6.5	8.4	5.8	20.0	6.2	7.8	7.8	7.8
None									
Number of associations reporting	65	21	86	24	-	24	89	21	110
Percent of total associations reporting	5.4	15.1	6.4	4.5	-	4.4	5.1	13.6	5.8

Appendix table 41. - Areas of management in which training is most needed, as indicated by cooperatives reporting no training programs in 1957, by Farm Credit districts

Areas of management in which training is most needed	Farm Credit districts and total number of associations reporting areas of training most needed												
	Springfield	Baltimore	Columbia	Louisville	New Orleans	St. Louis	St. Paul	Omaha	Wichita	Houston	Berkeley	Spokane	United States
	117 associations	92 associations	45 associations	116 associations	34 associations	170 associations	554 associations	285 associations	145 associations	72 associations	109 associations	145 associations	1,884 associations
Cooperative principles	23	28	15	31	5	38	130	75	37	28	28	45	483
Financing	16	15	9	23	4	28	95	68	29	16	29	43	375
Membership relations	46	30	15	32	13	42	116	84	49	31	38	50	546
Bookkeeping and accounting	21	20	12	22	7	44	172	80	40	22	28	40	508
Principles of management	25	19	11	28	10	57	139	64	35	24	34	42	488
Employee relations	15	13	6	27	5	39	81	49	24	14	17	34	324
Policy making	26	11	12	21	4	30	76	38	22	16	21	31	308
Selling and advertising	42	35	13	41	13	61	137	67	37	19	21	51	537
Taxation	11	11	9	13	6	29	68	34	26	13	13	25	258
Cost and inventory control	18	18	6	29	5	31	89	43	30	15	22	34	340
Credit controls	29	16	9	50	11	59	198	102	47	18	11	56	606
Public relations	22	17	13	27	9	38	135	78	52	33	24	52	500
Directors' responsibilities	46	34	13	46	12	60	189	97	52	30	32	55	666
Other	12	12	4	11	2	17	33	19	10	5	12	10	147
None	9	8	4	4	3	5	34	14	7	5	8	9	110

Appendix table 42. - Areas of management in which training is most needed, as indicated by all cooperatives reporting their training needs, by type of association, 1957

Areas of management in which training is most needed	Type of association and total number reporting areas of training most needed								
	1,625 marketing associations			919 farm supply associations			2,544 marketing and farm supply associations		
	1,441 locals	184 regionals	1,625 locals and regionals	886 locals	33 regionals	919 locals and regionals	2,327 locals	217 regionals	2,544 locals and regionals
Cooperative principles									
Number of associations reporting	380	49	429	206	11	217	586	60	646
Parcent of total associations reporting areas of training needed	26.4	26.6	26.4	23.2	33.3	23.6	25.2	27.6	25.4
Financing									
Number of associations reporting	272	34	306	230	17	247	502	51	553
Percent of total associations reporting areas of training needed	18.9	18.5	18.8	26.0	51.5	26.9	21.6	23.5	21.7
Membership relations									
Number of associations reporting	414	83	497	255	15	270	669	98	767
Percent of total associations reporting areas of training needed	28.7	45.1	30.6	28.8	45.5	29.4	28.7	45.2	30.1
Bookkeeping and accounting									
Number of associations reporting	396	26	422	169	8	177	565	34	599
Percent of total associations reporting areas of training needed	27.5	14.1	26.0	19.1	24.2	19.3	24.3	15.7	23.5
Principles of management									
Number of associations reporting	366	52	418	215	15	230	581	67	648
Percent of total associations reporting areas of training needed	25.4	28.3	25.7	24.3	45.5	25.0	25.0	30.9	25.5
Employee relations									
Number of associations reporting	236	33	269	198	14	212	434	47	481
Percent of total associations reporting areas of training needed	16.4	17.9	16.5	22.3	42.4	23.1	18.6	21.7	18.9
Policy making									
Number of associations reporting	230	39	269	144	9	153	374	48	422
Percent of total associations reporting areas of training needed	16.0	21.2	16.5	16.3	27.3	16.6	16.1	22.1	16.6
Selling and advertising									
Number of associations reporting	370	36	406	304	13	317	674	49	723
Percent of total associations reporting areas of training needed	25.7	19.6	25.0	34.3	39.4	34.5	29.0	22.6	28.4

Appendix table 42. - Areas of management in which training is most needed, as indicated by all cooperatives reporting their training needs, by type of association, 1957 - continued

Areas of management in which training is most needed	Type of association and total number reporting areas of training most needed								
	1,625 marketing associations			919 farm supply associations			2,544 marketing and farm supply associations		
	1,441 locals	184 regionals	1,625 locals and regionals	886 locals	33 regionals	919 locals and regionals	2,327 locals	217 regionals	2,544 locals and regionals
Taxation									
Number of associations reporting	194	22	216	114	6	120	308	28	336
Percent of total associations reporting areas of training needed	13.5	12.0	13.3	12.9	18.2	13.1	13.2	12.9	13.2
Cost and inventory control									
Number of associations reporting	244	17	261	210	10	220	454	27	481
Percent of total associations reporting areas of training needed	16.9	9.2	16.1	23.7	30.3	23.9	19.5	12.4	18.9
Credit controls									
Number of associations reporting	392	17	409	439	14	453	831	31	862
Percent of total associations reporting areas of training needed	27.2	9.2	25.2	49.5	42.4	49.3	35.7	14.3	33.9
Public relations									
Number of associations reporting	416	69	485	250	10	260	666	79	745
Percent of total associations reporting areas of training needed	28.8	37.5	29.8	28.2	30.3	28.3	28.6	36.4	29.3
Directors' responsibilities									
Number of associations reporting	476	77	553	239	10	249	715	87	802
Percent of total associations reporting areas of training needed	33.0	41.8	34.0	27.0	30.3	27.1	30.7	40.1	31.5
Other									
Number of associations reporting	139	15	154	76	6	82	215	21	236
Percent of total associations reporting areas of training needed	9.6	8.2	9.5	8.6	18.2	8.9	9.2	9.7	9.3
None									
Number of associations reporting	65	21	86	24	-	24	89	21	110
Percent of total associations reporting	4.5	11.4	5.3	2.7	-	2.6	3.8	9.7	4.3

Appendix table 43. - Areas of management in which training is most needed, as indicated by all cooperatives reporting their training needs, by Farm Credit districts, 1957

Areas of management in which training is most needed	Farm Credit districts and total number of associations reporting areas of training most needsd												
	Springfield	Baltimore	Columbia	Louisville	New Orleans	St. Louis	St. Paul	Omaha	Wichita	Houston	Berkeley	Spokane	United States
	167 associations	144 associations	56 associations	189 associations	38 associations	233 associations	710 associations	380 associations	200 associations	119 associations	124 associations	184 associations	2,544 associations
Cooperative principles													
Number 1/	32	38	18	44	5	53	170	106	56	39	32	53	646
Percent 2/	19.2	26.4	32.1	23.3	13.2	22.7	23.9	27.9	28.0	32.8	25.8	28.8	25.4
Financing													
Number 1/	20	26	12	43	6	46	148	96	46	22	33	55	553
Percent 2/	12.0	18.1	21.4	22.8	15.8	19.7	20.8	25.3	23.0	18.5	26.6	29.9	21.7
Membership relations													
Number 1/	57	49	18	54	14	65	162	110	80	47	45	66	767
Percent 2/	34.1	34.0	32.1	28.6	36.8	27.9	22.8	28.9	40.0	39.5	36.3	35.9	30.1
Bookkeeping and accounting													
Number 1/	22	24	13	30	7	53	203	93	53	27	29	45	599
Percent 2/	13.2	16.7	23.2	15.9	18.4	22.7	28.6	24.5	26.5	22.7	23.4	24.5	23.5
Principles of management													
Number 1/	35	31	13	49	11	74	178	86	47	35	39	50	648
Percent 2/	21.0	21.5	23.2	25.9	28.9	31.8	25.0	22.6	23.5	29.4	31.5	27.2	25.5
Employee relations													
Number 1/	29	24	8	51	5	56	124	66	41	17	20	40	481
Percent 2/	17.4	16.7	14.3	27.0	13.2	24.0	17.4	17.4	20.5	14.3	16.1	21.7	18.9
Policy making													
Number 1/	27	15	14	34	4	44	116	55	28	23	26	36	422
Percent 2/	16.2	10.4	25.0	18.0	10.5	18.9	16.3	14.5	14.0	19.3	21.0	19.6	16.6
Selling and advertising													
Number 1/	62	54	15	68	14	84	181	88	48	26	24	59	723
Percent 2/	37.1	37.5	26.8	36.0	36.8	36.1	25.5	23.2	24.0	21.8	19.4	32.1	28.4

1/ Number of associations reporting

2/ Percent of total associations reporting areas of training needed

Appendix table 43. - Areas of management in which training is most needed, as indicated by all cooperatives reporting their training needs, by Farm Credit districts, 1957 - continued

Areas of management in which training is most needed	Farm Credit districts and total number of associations reporting areas of training most needed												
	Springfield	Baltimore	Columbia	Louisville	New Orleans	St. Louis	St. Paul	Omaha	Wichita	Houston	Berkeley	Spokane	United States
	167 associations	144 associations	56 associations	189 associations	38 associations	233 associations	710 associations	380 associations	200 associations	119 associations	124 associations	184 associations	2,544 associations
Taxation													
Number 1/	11	17	9	17	6	38	92	47	35	21	14	29	336
Percent 2/	6.6	11.8	16.1	9.0	15.8	16.3	12.9	12.4	17.5	17.6	11.3	15.8	13.2
Cost and inventory control													
Number 1/	24	30	6	45	5	43	131	68	41	21	25	42	481
Percent 2/	14.4	20.8	10.7	23.8	13.2	18.5	18.4	17.9	20.5	17.6	20.2	22.8	18.9
Credit controls													
Number 1/	44	37	10	75	13	77	279	147	66	29	11	74	862
Percent 2/	26.3	25.7	17.9	39.7	34.2	33.0	39.2	38.7	33.0	24.4	8.9	40.2	33.9
Public relations													
Number 1/	28	38	15	55	9	60	198	115	83	50	28	66	745
Percent 2/	16.8	26.4	26.8	29.1	23.7	25.8	27.8	30.3	41.5	42.0	22.6	35.9	29.3
Directors' responsibilities													
Number 1/	47	43	15	58	12	82	225	114	69	43	33	61	802
Percent 2/	28.1	29.9	26.8	30.7	31.6	35.2	31.6	30.0	34.5	36.1	26.6	33.2	31.5
Other													
Number 1/	24	15	7	19	2	22	59	35	11	11	16	15	236
Percent 2/	14.4	10.4	12.5	10.1	5.3	9.4	8.3	9.2	5.5	9.2	12.9	8.2	9.3
None													
Number 1/	9	8	4	4	3	5	34	14	7	5	8	9	110
Percent	5.4	5.6	7.1	2.1	7.9	2.1	4.8	3.7	3.5	4.2	6.5	4.9	4.3

1/ Number of associations reporting

2/ Percent of total associations reporting areas of training needed